

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

26th - 27th JANUARY 2023



Department of Economic and Social Affairs



United Nations PAKISTAN



GOVERNMENT OF PAKISTAN



Pakistan Administrative Service Campus Civil Services Academy

CAPACITY DEVELOPMENT TRAINING WORKSHOP ON

Changing Mindsets in Public Institutions to Realize The 2030 Agenda in Pakistan

Organized by

United Nations Department of Economic and Social Affairs (UN DESA),
United Nations Resident Coordinator Office in Pakistan, and
Civil Service Academy of Lahore, Pakistan

26-27 January 2023

Day 1 - Setting the scene: Why is changing mindsets critical to the implementation of the SDGs? Exploring New Mindsets

Time	Activity	Notes/ Learning outcome/ Link to worksheet	Resources
09:00 - 09:25 (25 mins)	Welcoming remarks, introduction by the facilitator and icebreaker	<p>Welcoming remarks and introduction by the facilitator</p> <p>Mr. Bilal Akram Adl, Additional Director of the Civil Service Academy Lahore, Pakistan (3 min)</p> <p>Mr. Shah Nasir Khan, Head, Resident Coordinator Office, Pakistan (3 min)</p> <p>Ms. Adriana Alberti, Chief, Programme Management and Capacity Development Unit, UN DESA (3 min)</p> <p>Facilitators introduce themselves and any guest speakers and provide programme overview and the purpose and objectives for the week (10 min)</p>	<p>Facilitators of the Day: Shah Nasir Khah, Head of RCs Office</p> <p>Fazilda Nabeel, Provincial Coordinator, Living Indus Initiative</p> <p>United Nations</p> <p>Slides Day 1 Post-its and</p>

		<p>Facilitators</p> <p>➤ Icebreaker-Activity (5 min)</p>	sharpies
<p>09:25 – 09:40 (15 mins)</p> <p>09:40 - 10:05 (25 mins)</p>	<p>Pakistan’s vision for public sector transformation to achieve the SDGs: the National SDGs Framework</p> <p>Session I</p>	<p>What is Pakistan’s vision for public sector transformation to achieve the SDGs? Exploring the National SDGs Framework</p> <p>Presentation about Pakistan’s vision for SDG implementation, priorities and challenges (15 min)</p> <p>DAY 1 A.1: Group activity - In groups of 5, discussions about 3 key challenges and 3 opportunities in implementing Pakistan’s vision for the SDGs (15 mins)</p> <p>Reporting back - groups report back of a few groups (10 min)</p> <p><i>Key messages: Understanding and discussing Pakistan’s vision for public sector transformation to achieve the SDGs.</i></p> <p><i>Learning outcomes: Participants will increase their understanding of the importance of having a vision for public sector transformation to achieve the SDGs</i></p>	<p>Shah Nasir Khah, Head of RCs Office Fazilda Nabeel, Provincial Coordinator, Living Indus Initiative United Nations</p>
<p>10:05-10:40 (35 mins)</p>	<p>What's a mindset?</p> <p>Session II.A</p>	<p>What’s the Future like?</p> <p>DAY 1 A.2: Polak Game: Participants position themselves on a matrix as they respond to questions regarding their expectations and influence surrounding future-based questions.</p> <p><i>Key messages: Our mindsets and worldviews play a massive role in not only what we think is possible, but also in the actions we believe are available and purposeful to take. Mindsets affect behaviour. No one is neutral or objective.</i></p> <p><i>Learning outcomes: Participants recognize that they have mindsets and worldviews which shape their actions.</i></p>	<p>Shah Nasir Khah, Head of RCs Office Fazilda Nabeel, Provincial Coordinator UNRCO -Two by two grid taped onto the floor - Polak slides</p>
<p>10:40-10:45</p>	<p>BREAK</p>		
<p>10:45-11:05 (20 mins)</p>	<p>Why Changing Mindsets and Competencies are needed to implement the SDGs and to promote Public Sector Innovation and Transformation</p> <p>Session 2. B</p>	<p>Why is Changing Mindsets and embracing new Competencies needed to implement the SDGs and to promote Public Sector Innovation and Transformation?</p> <p>Presentation (20 min) What we mean by mindsets, how they shape how we see, think and act. Highlighting their importance when tackling complex challenges such as the SDGs. Highlighting the role of an experimental mindset when tackling SDGs and achieving the Agenda 2030 principles. Inputs provided by a guest speaker from the UN will be setting the scene for the 2030 agenda.</p>	<p>Presentation by Stefania Senese, Programme Management Officer, DPIDG, UN DESA & Keping Yao, Senior Governance and Public Administration Officer, UNPOG, UNDESA &</p>

<p>11.05-11.35 (30 mins)</p> <p>11.35-12.00 (25 mins)</p>		<p>DAY 1 A.3: Group activity - In groups of five people, discuss if and why changing mindsets in Pakistan is relevant to the promotion of change and achieving the SDGs. (30 mins)</p> <p>Reporting back of groups (15 mins) and Wrap-up (10 mins)</p> <p><i>Key messages: The SDGs are complex challenges that require new ways of thinking and acting to tackle them in new ways (more experimental). Mindsets are at the core of the transition. Participants will identify and discuss challenges and opportunities in changing mindsets in Pakistan</i></p>	<p>Activity facilitated by the NSPP Facilitators</p>
<p>12:00-12:30</p>			
<p>12:30 - 12:50 (20 mins)</p> <p>12:50-13.30 (40mins)</p> <p>13:30 -13:45 (15 min)</p>	<p>Mapping the SDGs</p> <p>Group Activity</p> <p>Reporting Back</p> <p>Session 3.A</p>	<p>Mapping the SDGs- the Indus basin challenge</p> <p>DAY 1 A.4: Group activity - Issue mapping: Participants familiarize themselves with the Indus basin case, i.e., its key social, economic, governance or environmental challenges and how they require changing mindsets and work collectively on a large 'issues map identifying the drivers behind the 17 SDGs, visualizing how interconnected they are. Participants identify, in their own words, the challenges they face when working across multiple functions associated with these challenges. (30 min)</p> <p>Reporting back (15 min.)</p> <p><i>Learning outcome: Participants identify not only the complexity and the interconnectedness of the SDGs, but the challenges they face when trying to implement the SDGs.</i></p>	<p>Facilitator and Shah</p> <p>Large sheet of flip chart paper per group</p> <p>Colorful pens</p> <p>Print out of SDGs for each table</p>
<p>13:45 - 13:50</p>	<p>BREAK</p>		
<p>13:50 – 14:15 (25 mins)</p> <p>14:15 - 14:45 (30 mins)</p> <p>14:45- 15:20 (35 mins)</p>	<p>Day 2- Session 1</p> <p>Experimental/ Innovation Mindset</p> <p>Growth and fixed Mindsets</p>	<p>Experimental, Innovation Mindset and Transformational Leadership Mindset</p> <p>Presentation from guest speaker linking the experimental/innovation Mindset (25 mins)</p> <p>DAY 2 A.1: Group activity (30 mins)</p> <p>Reporting back in plenary (25 mins) – and Wrap-up (10 min)</p> <p><i>Key messages: Learning is a process of experiencing, reflecting, conceptualising/iterating and experiencing again. Being curious and agile are fundamental to growth and learn.</i></p>	<p>Stefania Senese, Programme Management Officer, DPIDG, UN DESA & Ana Thorlund, Governance and Programme Management Expert, UNPOG</p> <p>Facilitated by: Shah Nasir Khan, Fazilda Nabeel, Provincial Coordinator UNRCO</p>

15:20 – 15:25	BREAK		
15:25 - 15:50 (25 mins) 15:50 –16:20 (30 mins) 16:20 - 16:50 (30 mins)	Day 2- Session 3 Digital Data Governance and Digital Mindset	Digital Data Governance and Digital Mindset Presentation on Digital Data Governance and Digital Mindset (25 mins) DAY 2 A.3: Group activity (30 mins) Reporting back in plenary (25 mins) and wrap up (5 min) <i>Learning outcomes: Participants are able to recognize features of a digital data governance Mindset</i>	Keiping Yao, Senior Governance and Public Administration Expert Facilitated by: Shah Nasir Khan and Fazilda Nabeel, Provincial Coordinator UNRCO
16:50 - 17:00 (10 mins)	Wrap up/ reflection	Discuss takeaways, questions, thoughts, and concerns, invite feedback	Shah Nasir Khan, Head of RCs Office Mentimeter

Day 2 - Exploring Mindsets: Innovation, Inclusive Mindsets and Digital Governance Mindset/ Action Planning

Time	Activity	Notes/ Learning objective/ Take away/ Link to worksheet	Resources
09:00	Check-in	Check-in Remind participants of the day's agenda and objectives	Shah Nasir Khah, Head of RCs Office Fazilda Nabeel, Provincial Coordinator UNRCO
09:00- 09:30 (30 mins presentation) 09:30-10:15	Exploring Mindsets: The Collaboration Mindsets Session 3.B	Collaborative and Agile Mindsets and breaking silos for Institutional Coordination to leverage Policy Coherence & Systems Thinking <i>Video on systems thinking (3 min)</i> Presentation (30 mins) DAY 1 A.5: Group activity - Break-out groups on Institutional Coordination and an Agile and Collaborative Mindset for SDGs Activity	Veronique Verbruggen, Senior Inter- regional Advisor, Governance UN DESA Co-facilitated

<p>(30 mins activity & 15 min reporting back)</p>		<p>(30 min)</p> <p>Reporting Back & Wrap-up (15 min) Each group to select a Facilitator and Rapporteur</p> <p><i>Key messages: During the wrap up, teams are asked to identify what qualities are required for successful collaboration - introducing the key concepts of Fact-and evidence-driven, Empathy, Humility, Trust, Discussion/ Dialogue</i></p>	<p>by Shah Nasir Khan and Fazilda Nabeel</p>
<p>10:15– 11:05 (50 min)</p>	<p>Stakeholder Mapping</p> <p>- 5 mins intro - 30 mins w/s - 15 mins discussion</p> <p>Session 3.D</p>	<p>DAY 1 A.6: Group activity: Stakeholder Analysis and Mapping with an emphasis on PPPs</p> <p>Support participants in laying out all stakeholders of a project, idea on one map to get a visual representation of all the people who can influence your project or idea, how they are interconnected and to help prioritize efforts and strategies for stakeholder engagement.</p> <p><i>Key messages: Participants identify the level of influence and interest that different stakeholders have in the “challenge”. Supporting them to prioritize who should be engaged with and why.</i></p>	<p>Resource WS2.3</p> <p>Shah Nasir Khah, Head of RCs Office Fazilda Nabeel, Provincial Coordinator UNRCO and Veronique Verbruggen, Senior Inter-regional Advisor Governance, UN DESA</p>
<p>11:05 - 11:20 (15 mins)</p> <p>11:20 –11:40 (20 mins)</p> <p>11:40- 12:00 (20 mins)</p>	<p>Day 2- Session 2</p> <p>Inclusive Mindset</p>	<p>Inclusive Mindset</p> <p>Presentation from guest speaker linking to an Inclusive Mindset (15 mins)</p> <p>DAY 2 A.2: Group activity (20 mins)</p> <p>Reporting back in plenary (15 mins) and wrap up (5 min)</p> <p><i>Key messages: Learning outcomes: Participants are able to recognize features of an inclusive Mindset to Leave No One Behind</i></p>	<p>Mi Kyoung Park, Governance and Public Administration Officer, UNPOG, UN DESA</p> <p>Facilitated by: Shah Nasir Khan, Head, UNRCO and Fazilda Nabeel, Provincial Coordinator, Living Indus Initiative United Nations</p>

12:00 – 14:00	LUNCH		
14:00 -14:10 (10 mins)	Day 2- Session 4 How to Practically Apply the Learnings and Key Elements of an Action Plan	How to Practically Apply the Learnings and Key Elements of an Action Plan Presentation in Plenary	Shah Nasir Khan, Head of RCs Office Fazilda Nabeel, Provincial Coordinator, Living Indus Initiative United Nations
14:10 – 14:50 (40 mins)	Day 2- Session 4 40 min activity	DAY 2 A.4: Break-out Group and Activity (40 mins) Each group to select a Facilitator and Rapporteur <ol style="list-style-type: none"> 1. Actions and Key Recommendations to Promote Transformational leadership at individual level and organizational levels 2. Actions to Key Recommendations Promote an Innovation at individual and organizational levels 3. Actions to Key Recommendations Promote a Collaboration Mindset at individual and organizational levels 4. Actions to Key Recommendations Promote an Inclusive Mindsets at individual and organizational levels 5. Actions to Key Recommendations Promote a Digital Mindset at individual and organizational levels Each group is required to reflect on the actions and key recommendations to promote a public sector transformation in the assigned area 5 groups will first work on the action plan at the individual level and in the next step will deal with the organizational level Ranking/Priority will be done for each proposed action Each Group will have 2 coordinators/presenters-one for individual and the other for organizational AP. <i>Learning outcomes: Participants are able to recognize features of a digital data governance Mindset</i> Peer learning and reflection exercise. Participants reflect on what actions and key recommendations will promote mindsets and behaviours individually and organizationally. Reporting back in plenary (40 mins)	Shah Nasir Khan, Head of RCs Office & Fazilda Nabeel, Provincial Coordinator, Living Indus Initiative United Nations
14:50 – 15:30 (40 min)	40 min reporting back in plenary		

<p>15:30- 16:40 (70 mins)</p>	<p>Day 2- Session 6</p> <p>Changing Mindsets: Our Journey.</p>	<p>DAY 2 A.6: Changing Mindsets: Our Journey.</p> <p>This will take about 20 min Individually complete the action plan worksheet</p> <p>This will take about 20 min (Plenary) Team members please share your priorities with the rest of the group.</p> <p>Teams write an engaging story of up to 50 words that captures learnings and actions from this workshop. (20 min) Teams read out their stories. (10 min)</p> <p><i>Learning outcomes: Participants consolidate their insights and takeaways and have a tangible plan to take away with them to put into practice in their role/organization.</i></p>	<p>Shah Nasir Khan, Head of RCs Office & Fazilda Nabeel, Provincial Coordinator, Living Indus Initiative United Nations</p>
<p>16:40 – 17:00 (10 mins)</p>	<p>Wrap up/reflect</p>	<p>Conclusions</p>	