

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

24-28 JANUARY 2022



United Nations

Department of Economic and Social Affairs



Government of Pakistan



National Management College
National School of Public Policy

Capacity Development Training Workshop on CHANGING MINDSETS IN PUBLIC INSTITUTIONS TO REALIZE THE 2030 AGENDA IN PAKISTAN

Organized by

National School of Public Policy of Pakistan (NSPP)

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

United Nations Resident Coordinator Office in Pakistan

24 to 28 January 2022 -- 9.00 a.m. – 5.00 p.m. (Pakistan Standard Time)

23-28 January 2022 – 11.00 p.m. to 7 a.m. (New York Time EST)

Zoom link: to be added

Concept Note and Agenda

1. Description of Event

The National School of Public Policy (NSPP) of Pakistan and the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG), in collaboration with the Resident Coordinator Office in Pakistan are co-organizing a five-days Capacity Development Training Workshop on “Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan”, which will be held from 24 to 28 January 2022.

The Training Workshop is being organized as a segment of the National Management Course (NMC), held at National Management College, which is an integral unit of NSPP. The Course

comprises officers from various occupational groups namely Pakistan Administrative Service, Police Service of Pakistan, Secretariat Group, Foreign Service of Pakistan, Pakistan Audit & Accounts Service, Postal Service Group, Pakistan Custom Service, Commerce and Trade Group, Military Land and Cantonment Group, Information Group, National Accountability Bureau, Inland Revenue Service and Pakistan Railways. The participation of officers from the Provincial Civil Services of Governments of Khyber Pakhtunkhwa, Sindh, Punjab and Balochistan provinces and, the Government of AJK, in the training program, gives NMC its true national character.

The objective of the present workshop is to equip public servants with innovative mindsets and behaviors to better address current and future challenges.

The Workshop is based on the Curriculum on Governance for the SDGs - Training of Trainers Toolkit on “Changing Mindsets in Public Institutions to Implement the Agenda 2030 for Sustainable Development” ([United Nations Public Administration Network](#)), which was developed by UN DESA/DPIDG. DPIDG’s mission is to advance effective, accountable, and inclusive governance and public institutions for sustainable development, including through innovation, digital government, and digital transformation. The [Curriculum on Governance for the Sustainable Development Goals](#) aims to promote critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants’ awareness of their active role in contributing to the achievement of the SDGs.

The **National School of Public Policy (NSPP)** is the most prestigious institution for in-service training of civil servants in Pakistan. The institution holds the “National Management Course” (NMC) for the senior ranking government officials for their promotion to Grade 21 upon successful completion. The objective of the NMC is to enhance participants’ understanding of strategic management, leadership and governance and their relevance and application to public policy formulation and implementation. The course enables the participants to undertake and pursue systematic public policy research and analysis as an input for policy formulation. The course is held in an environment of intellectual freedom, so as to generate among the participants an investigative urge, spirit of rational enquiry and a genuine desire to seek knowledge.

2. Context

Governments across the world are facing several challenges caused by the pandemic. These include limited financial resources, weak institutional coordination, increased digital divides, the need to strengthen participatory approaches and to invest in strengthening public sector’s capacities and skills to recover from the pandemic and implement the Sustainable Development Goals (SDGs).

Public administration transformation and innovation are critical to overcome the crisis and deliver on the SDGs. The latter requires a comprehensive vision of the future coupled with a strategy and roadmap on how to strengthen public servants’ capacities and new mindsets, including young public servants.

Realizing the SDGs, meeting the demands of highly interconnected and fast-evolving global challenges, and ensuring the well-being of all, particularly of those furthest left behind, requires that public servants have a new set of capacities as well as mindsets and competencies

that allow public administration systems to be fit for purpose¹. Indeed, public servants play a critical role in formulating and implementing relevant policies for achieving the SDGs. Skilled public servants need to embrace agile, innovative, and inclusive mindsets that can help the public sector promote innovative solutions, spark new partnerships, and spearhead inclusive approaches to advance sustainable development. This is particularly relevant now since the current COVID-19 pandemic has unleashed an unprecedented crisis, halting progress on the SDGs and affected the most the world's poorest and vulnerable populations.

Pakistan is fully committed to the implementation of the 2030 Agenda for Sustainable Development and is “working to strengthen institutional mechanisms, enhance awareness, create productive partnerships, and improve coordination... Strengthening institutions, ensuring meritocracy, and introducing transparency at all levels are considered essential for translating its political vision into reality through efficient and effective management of available resources and improving quality of service delivery... A cornerstone of implementing the Sustainable Development Goals is building on existing alliances and forging new partnerships, leveraging technology, and mobilizing innovative sources of finance.”²

However, policy implementation capacity and service delivery are major challenges for most countries. Innovative mindsets and new behaviours are needed to achieve significant improvements in policy implementation and to solve “wicked” problems.

In light of the above, Pakistan’s National School of Public Policy (NSPP) has been engaged in organizing and delivering training activities to raise awareness of the 2030 Agenda and promote mindsets and behavioural change for the SDG implementation among public servants.

3. Objectives

The Training Workshop on “Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan” aims to promote a change of mindsets in public institutions to realize the 2030 Agenda. “Strategies and capacity development activities aimed at changing public servants' mindsets are essential to promote institutional transformation, helping to address the SDGs. Changing mindsets requires a holistic approach that takes into account strategies at the individual, organizational and institutional levels”³.

4. Thematic Focus

The Training Workshop will focus on why cultural change and change management are critical aspects of public institutions' transformation to realize the SDGs and how to develop a culture of innovation and problem-solving by shifting mindsets. The latter involves a dynamic process – not necessarily a linear path – of constant practice. Training is critical, especially when focusing on complex problem-solving. Emphasis will be given to nurturing innovative mindsets to enhance vertical and horizontal coordination and effective and inclusive delivery of services. This will be done by focusing on leadership, collaboration, and learning. The Workshop will cover the following topics:

Session 1 - Why is changing mindsets critical to the implementation of the SDGs?

¹ UN DESA Publication on CHANGING MINDSETS TO REALIZE THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT, www.unpan.un.org

² Pakistan’s Implementation of the 2030 Agenda for Sustainable Development Voluntary National Review, https://sustainabledevelopment.un.org/content/documents/233812019_06_15_VNR_2019_Pakistan_latest_version.pdf

³ Ibidem

Session 2 -Exploring Mindsets: The Collaborative Mindset

Session 3- Exploring Mindsets: The Learning Mindset

Session 4 - Exploring Mindsets: The Leadership Mindset

Session 5- Changing Mindsets: Strategy and Actions

5. Methodology

The Training Workshop will feature presentations by experts, hands-on interactive activities, group discussions and innovative practices for peer-to-peer learning. The activities and group discussions will enable participants to transform in-depth learning into practice. It will be conducted in a hybrid modality.

6. Format

The Training Workshop will be composed of 5 modules, delivered over a period of 5 days. Participants should commit to participating full-time in all 5 sessions as they are interconnected and build on each other. For each session and between sessions, participants will undertake a limited number of offline activities (readings, preparation of presentations), individually and/or in teams. Each session will present the following key features:

- Pre-workshop preparation
- Brief introduction/icebreaker
- Presentations
- Interactivity – participant presentations, breakout rooms, polls, chat, discussion
- Key messages – to bring out insights and learnings in a different format each day
- Concrete follow-up actions at the country level

7. Target Audience

Public officials performing senior roles in public institutions who are attending Pakistan's 115th National Management Course (NMC).

8. Expected Results

The Training Workshop is expected to contribute to a change in mindsets of Pakistan's public servants to advance the 2030 Agenda. Upon completion of the training, learners will have:

1. Enhanced knowledge of the underlying principles of the 2030 Agenda; and of why public servants need to change mindsets and behaviors to accelerate action on the SDGs.
2. Gained insights about the new values, mindsets, competencies, and skills needed to realize the 2030 Agenda.
3. Expanded awareness of the changes needed at the individual, organizational, and institutional levels to effectively change mindsets.
4. Acquired practical hands-on knowledge (and skills) on how to trigger change at different government levels (individual and organizational).

5. Developed a roadmap and an action plan to apply relevant knowledge.

9. Programme at a Glance of the Training Workshop

Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development				
Day 1	Day 2	Day 3	Day 4	Day 5
<p>Setting the scene: Why changing mindsets is critical to the implementation of the SDGs?</p> <p>Introduction Inauguration: (9:00-9:30) Address by DR. Ijaz Munir Rector NSPP Address by UN Regional Coordinator Introduction of Speakers and Participants; Programme Overview; Icebreaker</p>	<p>Exploring Mindsets: Collaborative Mindset</p> <p>Good morning Check in (9:00-9:15)</p> <p>Teamwork in action Activity: Pass the Ball (9:15-9:45)</p> <p>Collaboration Presentation (9:45-10:30)</p>	<p>Exploring Mindsets: Learning Mindset</p> <p>Good morning Check in (9:00-9:15)</p> <p>Fixed vs Growth mindsets Activity (Chopstick challenge) and presentation (9:15-10:15)</p> <p>Ideation Presentation and Activity (Change Cards) (10:15-11:30)</p> <p>Testable hypotheses Presentation and Activity (Idea to testable hypothesis) (11:30-12:15)</p> <p>Prototyping Presentation and Activity (Create a prototype) (12:15-13:00)</p>	<p>Exploring Mindsets: Leadership Mindset</p> <p>Good morning Check in (9:00-9:15)</p> <p>Bureaucracy and red tape Presentation (9:15-10:00)</p> <p>Leadership mind-set Presentation (and/or Activity or Case study)(10:00-10:30)</p> <p>Creating a pitch Presentation and Activity (Create a story) (10:30-11:45)</p> <p>Presenting a pitch Activity (11:45-12:30)</p> <p>Confronting Bureaucracy Presentation and Activity (Hacking our Policy Cycle) (12:30-13:00)</p>	<p>Changing mindsets: Strategy and Actions</p> <p>Good morning Check in (9:00-9:15)</p> <p>Structured Sharing Activity (Project clinics) (9:15-10:45)</p> <p>Sharing Insights Activity (Greet and Meet – previously Speed Dating) (1:00-12:00)</p> <p>Learning Goal Speed Dating (11:00-12:00)</p>
<p>What's a mindset? Activity and presentation (9:30-10:00)</p> <p>Effective Governance for SDGs and Policy Coherence (Guest) Presentation (10:00-10:30)</p> <p>Role of Public Administration Presentation (10:30-11:00)</p> <p>Mindsets and SDGs Presentation (11:15-12:00)</p> <p>Mapping the SDGs Activity (12:00-13:00)</p>	<p>What do we know? Activity: Knowledge Map (10:30-11:00)</p> <p>Who is involved? Activity: Stakeholder Mapping (11:10-12:00)</p> <p>Engaging with Stakeholders Activity: Stakeholder Interview (12:00-13:00)</p>	<p>Prototyping (contd) Activity (14:00-14:30)</p> <p>Learning and Failure Activities: I failed & AE cards (14:30-15:15)</p> <p>Our own fixed mindsets Reflection and Activity (15:30-16:00)</p> <p>Learning Organizations Presentation and Activity (16:00-16:40)</p>	<p>Confronting Bureaucracy (contd) (14:00-14:45)</p> <p>Organizational Capacity Presentation (Mindsets and Skills) and Activity (Competency Framework dots) (14:45-16:30)</p> <p>Team Activity: Competency Framework (15:15-16:30)</p>	<p>Begin the Experiment Simulation Activity: Creating an Office of Experimentation (14:00-15:30)</p>
<p>Barriers to change in our Public Administration Activity (14:00-14:50)</p> <p>Competency Framework Presentation (14:50-15:00)</p> <p>Select a challenge Activity (15:00-15:30)</p> <p>Stretching our thinking Activity: Room of the (un)obvious (15:45-16:40)</p>	<p>Redefining the challenge Activity: Challenge Statement (14:00-14:30)</p> <p>Our own collaborative mindsets Reflection: Dream/Nightmare (14:30-15:15)</p> <p>Nudging for collaborative mindsets Presentation and Activity: (15:30-16:40)</p>	<p>Wrap-up & Reflection (16:30-17:00)</p>	<p>Wrap-up & Reflection (16:30-17:00)</p>	<p>Learning to Action (15:45-17:00)</p>
<p>Wrap-up & Reflection (16:40-17:00)</p>	<p>Wrap-up & Reflection (16:40-17:00)</p>	<p>Wrap-up & Reflection (16:30-17:00)</p>	<p>Wrap-up & Reflection (16:30-17:00)</p>	<p>Learning to Action (15:45-17:00)</p>

10. Contact Information

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