



**TRAINING OF TRAINERS
FOR THE DELIVERY OF A 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),
National Institute of Management of Lahore, Pakistan
In collaboration with the United Nations Resident Coordinator Office in Pakistan*

Training of Trainers
30 June 2022 – 8:45 am – 11:30 am (New York Time EST);
5:45 pm – 8:30 pm (Pakistan Standard Time)

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

22 & 23 August 2022 – 9.00 a.m. to 5.00 p.m. (Pakistan Standard Time)
22 & 23 August 2022 – 12.00 a.m. to 8 a.m. (New York Time EST)

Concept Note and Agenda

1. Background

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 United Nations Resident Coordinator Office in Pakistan, is organizing a Training of Trainers (ToT) on “Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan” with the staff of the National Institute of Management of Pakistan. The National Institute of Management of Lahore is a constituent unit of the National School of Public Policy (NSPP) and is currently conducting the 31st Senior Management Course (SMC). The SMC involves senior officers from the Federal and Provincial governments and Public Sector Organizations. It focuses on public policy formulation and implementation and is a prerequisite for the promotion of the participants to the next grade.

During the ToT, DPIDG, in collaboration with the UNRCO in Pakistan, will train staff from the National Institute of Management Staff help design the Training Workshop on “Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan”, which will be held on 22 and 23 August 2022.

This ToT is a follow-up activity to Capacity Development Training Workshop on “Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan, organized by UN DESA/DPIDG, NSPP and in collaboration with the UNRCO in Pakistan from 24 to 28 January 2022.

2. Context

Pakistan has been committed to the 2030 Agenda for Sustainable Development since its inception in 2015. "The country is advancing towards its commitment to the 2030 Agenda by working to strengthen institutional mechanisms, enhance awareness, create productive partnerships, and improve coordination... Strengthening institutions, ensuring meritocracy, and introducing transparency at all levels are essential for translating its political vision into reality through efficient and effective management of available resources and improving service delivery... A cornerstone of implementing the SDG goals is building on existing alliances and forging new partnerships, leveraging technology, and mobilizing innovative sources of finance." [\[1\]](#)

This is particularly relevant, especially now since the current COVID-19 pandemic has unleashed an unprecedented crisis, causing further disruption to SDG progress, with the world's poorest and most vulnerable affected the most.

A transformative and oriented public service is critical to overcoming the crisis and delivering on the SDGs. However, to undertake the necessary transformation in public institutions, it is crucial to have a comprehensive vision that includes strong public servants' capacities at all levels.

The National School of Public Policy (NSPP) has engaged in training activities to raise awareness of the SDGs, promoting mindsets and behavioural change for the SDGs implementation. Developing a culture of experience sharing and cross-learning enriching mindsets through behavioral insights shaping in various practical situations.

In light of the above, in January 2022, UN DESA/DPIDG and NSPP in collaboration with UNRCO in Pakistan, co-organized an Online Training Workshop on "Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan" within the National Management Course (NMC). The Workshop helped prepare public officials to develop a culture of experience sharing and cross-learning as well as innovative mindsets and behaviours that could help them be more effective in creating solutions and implementing policies that could address current and future problems.

Outcomes from this Capacity Development Workshop have highlighted that it is essential to learn that changing mindset can be applied in all the environments. Participants mentioned that "*the inertia can be challenged in all our organizations, and necessary transformation can be initiated and brought about.*"

Conclusions from the seminar also included the need to work towards building awareness of the importance of changing mindsets in achieving the SDGs. A change in mindsets is needed to manage a transformation that would drive to improved service delivery. Transformation is expected to be a long-term journey and needs to involve all levels of civil servants.

Given the successful implementation of the Workshop, the National Institute of Management (NIM), which is a constituent unit of the National School of Public Policy (NSPP), has requested UN DESA's support 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. In view of this request, UN DESA/DPIDG, in collaboration with UNRCO will organize a Training of Trainers to train staff from NIM and NSPP, who in turn will train their civil servants. UN DESA staff will also help NIM

design the two-day workshops on Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan. The latter would then be embedded into NSPP school courses. The course will indeed help equip public servants with innovative mindsets and behaviors to better address current and future challenges.

3. Objectives

UN DESA/DPIDG in collaboration with the UNRCO in Pakistan are organizing a Training of Trainers on 30 June 2022. The ToT aims to train the staff of the NMI who will undertake the training themselves. The NMI in collaboration with UNRCO will then facilitate a Training Workshop on “Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan”, which will be held in August. The Workshop aims to promote a change of mindsets in public institutions to realize the 2030 Agenda. Finally, the NSPP will embed the toolkit on Changing Mindsets in their trainings at various levels.

4. Thematic Focus

The Training of Training will focus on building a pool of competent trainers of NMI who will then train their own civil servants.

The ToT will cover the following topics:

1. Explain the Scope, Content and Learning Objectives of the Training.
2. Present the Training Materials (Agenda, Facilitator's Guidance Manual, Activities, etc)
3. Present the training techniques and tools

The co-designed Workshop on Changing Mindsets in Public Institutions will focus 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:

Theme 1 - Setting the scene: Why is changing mindsets critical to the implementation of the SDGs?

Theme 1 aims at enhancing understanding of the 2030 Agenda principles and why public servants need to change mindsets and behaviours to speed up action on the SDGs. Also, it would be important to present Pakistan’s vision for public sector transformation to achieve the SDGs.

Theme 2 - Changing Mindsets for Public Sector Transformation in Pakistan: Challenges and Opportunities: Theme 3 will raise awareness of the challenges and opportunities of the changing mindset for public sector transformation in Pakistan. The theme will also explore the Indus basin challenge.

Theme 3 – Exploring Mindsets and Competencies: Theme 2 will focus on expand awareness and understanding of the importance of Changing Mindsets and embracing new Competencies needed to implement the SDGs and to promote Public Sector Innovation and Transformation.

Theme 4- How to Practically Apply the Learnings and Key Elements of an Action Plan: Theme 9 will focus on how to apply learning and what actions will promote mindsets and behaviours individually and organizationally.

5. Methodology

1. The ToT methodology aims to equip trainers with a good theoretical basis from which to approach the issues and allow them to apply this knowledge. To facilitate this process, DPIDG staff prepared a facilitator's guidance manual, which will then guide the trainers. The manual includes a presentation, suggested script, activities, etc.
2. The Training Workshop will feature expert presentations, 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

1. The ToT will last around 3 hours, and it will engage all members of the teams in a participatory way.
1. The Training Workshop will be composed of different sessions covering the above five themes, which will be delivered over a period of 2 days. Participants should commit to participating full-time in all sessions as they are inter-connected 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

1. ToT: Trainers from the National Institute of Management of Lahore in Pakistan
2. Training Workshop: Senior officers from the Federal and Provincial governments and Public Sector Organizations who are attending the 31st Senior Management Course (SMC)

8. Expected Results

1. The Training of Trainers is expected to strengthen the capacity of the trainers from NIM and their respective institutions in the domain of changing mindsets in public Institutions to Realize the 2030 Agenda in Pakistan.

2. 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:

- 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.
- Gained insights about the new values, mindsets, competencies, and skills needed to realize the 2030 Agenda.
- Expanded awareness of the changes needed at the individual, organizational, and institutional levels to effectively change mindsets.
- Acquired practical hands-on knowledge (and skills) on how to trigger change at different government levels (individual and organizational).
- Developed a roadmap and an action plan to apply relevant knowledge.

9. Programme of the Training of Trainers

<p>08:45 - 08:50 (5 mins)</p>	<p>Introductions of the Members of the Teams: UN DESA, UNRCO, National Institute of Management, Lahore, National School of Public Policy</p> <p>Facilitated by Stefania Senese, Programme Management Officer, UN DESA</p>
<p>08:50 – 09:00 (10 mins)</p>	<p>Purpose of the Training of Trainers</p> <p>Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA</p>
<p>09:00 – 09:15 (15 mins)</p>	<p>Training Expectation and Facilitation</p> <p>Mr. Sajid Siddique, Director General NIM, Lahore Mr. Shah Nasir Khan, UNRCO</p> <p>Facilitated by Stefania Senese, Programme Management Officer, UN DESA</p>
<p>09:15 – 10:30 (75 min)</p>	<p>Presentation of the Training Materials (Agenda, Facilitator's Guidance Manual, Activities</p> <p>Facilitated by Stefania Senese, Programme Management Officer, UN DESA</p>
<p>10:30 -11:15 (45 mins)</p>	<p>Q&A Session on the Presentation of the Training Materials</p> <p>Facilitated by Stefania Senese, Programme Management Officer, UN DESA</p>
<p>11:15 am -11:30 am (15 mins)</p>	<p>Conclusions</p>

10. Programme of the Workshop on Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan

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 - 09:30 (30 mins)	Welcoming remarks, introduction by the facilitator and icebreaker	<p>Welcoming remarks and introduction by the facilitator</p> <p>Mr. Sajid Siddique, Director General NIM, Lahore Mr. Shah Nasir Khan, UNRCO (2 min) Ms. Stefania Senese, Programme Management Officer, DPIDG, UN DESA (2 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>Sumbal Agha, Directing Staff, SMC Aamir Fayyaz, Directing Staff, SMC Fazilda Nabeel, Provincial Coordinator UN</p> <ul style="list-style-type: none"> ➤ Icebreaker-Activity on the (5 min) ➤ Poll on level of participants' knowledge of the SDGs (using mentimeter) and review of results by the facilitator (5 min) <p>Video on the SDGs to be shared prior to the training: https://vimeo.com/304696041</p>	<p>Facilitators of the Day: Mr. Shah Nasir Khah, Head of RCs Office</p> <p>Slides Day 1 Post-its and sharpies</p>
09:30 – 09:50 (20 mins) 09:50 - 10:10 (20 mins)	<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 (20 min)</p> <p>DAY 1 A.1: Group activity - In groups of 8, discussions about 3 key challenges and 3 opportunities in implementing Pakistan's vision for the SDGs (14 mins)</p> <p>Reporting back - groups report back of a few groups (6 mins in total)</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>Government of Pakistan and Shah Nasir Khah, Head of RCs Office</p>
10:10-10:45 (35 mins)	What's a mindset?	<p>What's the Future like?</p> <p>DAY 1 A.2: Polak Game: Participants position themselves on a</p>	<p>NSPP Facilitators -Two by two grid taped onto the</p>

	Session II.A	<p>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>	floor - Polak slides
10:45-11:00	BREAK		
11:00-11:10 (15 mins) 11.10-11.40 (30 mins) 11.40-12.00 (20 mins)	Why Changing Mindsets and Competencies are needed to implement the SDGs and to promote Public Sector Innovation and Transformation Session 2. B	<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 (10 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>DAY 1 A.3: Group activity - In groups of six 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 a few groups (20 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.</i> <i>Participants will identify and discuss challenges and opportunities in changing mindsets in Pakistan</i></p>	<p>Presentation by Keping Yao, Senior Governance and Public Administration Officer, UNPOG, UNDESA & Ms. Stefania Senese, Programme Management Officer, DPIDG, UN DESA</p> <p>Activity facilitated by the NSPP Facilitators</p>
12:00 - 12:15 (30 mins) 12:15– 12:45 (30mins) 12:45 -13:15 (15 min)	Mapping the SDGs Group Activity Reporting Back Session 3.A	<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 or environmental challenges and how they require changing mindsets and work collectively on a large 'issues map identifying the drivers behind the 17 SDGs, visualising how interconnected they are. Participants identify, in their own words, the challenges they face when working across multiple functions associated with these challenges.</p>	<p>Facilitator and Shah</p> <p>Large sheet of flip chart paper per group</p> <p>Colourful pens</p> <p>Print out of SDGs for each table</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>	
13:15 - 14:15	LUNCH		
<p>14:15- 14:35 (20 mins presentation)</p> <p>14:35-15:00 (15 mins activity & 10 min reporting back)</p>	<p>Exploring Mindsets:</p> <p>The Collaboration Mindsets</p> <p>Session 3.B</p>	<p>Collaborative and Agile Mindsets and breaking silos for Institutional Coordination in support of Policy Coherence & Systems Thinking</p> <p>Readiness Assessment linked to the case of Indus Basin River <i>Video on systems thinking (3 min)</i></p> <p>Presentation (20 mins)</p> <p>DAY 1 A.5: Group activity - Break-out groups on Institutional Coordination and an Agile and Collaborative Mindset for SDGs Activity (15 min) and Reporting Back (10 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 Empathy, Humility, Trust</i></p>	<p>Veronique Verbruggen, Senior Inter-regional Advisor, UN DESA</p>
15:00 – 15:15	BREAK		
15:15 – 15:45 (30 min)	<p>Knowledge Map</p> <p>- 10 mins intro - 10 mins w/s - 10 mins discussion</p> <p>Session 3.C</p>	<p>DAY 1 A.6: Group activity: Knowledge Map</p> <p>Using the ‘working challenge’, participants write out everything they know about the challenge on their knowledge map.</p> <p><i>Learning outcome: Participants identify that much of what they ‘think’ and know about a challenge is limited by their own experience on it and it is based on assumptions.</i></p>	<p>Resource WS2.2 Shah Nasi Khan, Head of RCs Office and Veronique Verbruggen, Senior Inter-regional Advisor, UN DESA</p>
15:45– 16.30 (45 min)	<p>Stakeholder Mapping</p> <p>- 5 mins intro - 30 mins w/s - 10 mins discussion</p> <p>Session 3.D</p>	<p>DAY 1 A.7: Group activity: Stakeholder Mapping</p> <p>Support participants in questioning where to start in understanding a challenge - through identifying who has influence and interest in the challenge.</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 Nasi Khan, Head of RCs Office and Veronique Verbruggen, Senior Inter-regional Advisor, UN DESA</p>

16:30 - 17:00 (30 mins)	Wrap up/ reflection	Discuss takeaways, questions, thoughts, and concerns, invite feedback	

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 - 09:05 (5 mins)	Check-in	Check-in Remind participants of the day's agenda and objectives	Facilitator
09:05 - 09:30 (25 mins)	Day 2- Session 1	Experimental, Innovation Mindset and Transformational Leadership Mindset	Cristina Rodriguez-Acosta, Senior Inter-regional Advisor, UN DESA
09:30 - 09:50 (20 mins)	Experimental/ Innovation Mindset	Presentation from guest speaker linking the experimental/innovation Mindset (25 mins)	
09:50:10 - 10:10 (20 mins)	Growth and fixed Mindsets	DAY 2 A.1: Group activity (20 mins) Reporting back in plenary (20 mins) <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>	
10:10 - 10:25	BREAK		
10:25 - 10:45 (20 mins)	Day 2- Session 2	Inclusive Mindset	Mi Kyoung Park, Governance and Public Administration Expert, UNPOG, UN DESA
10:45 - 11:05 (20 mins)	Inclusive Mindset	Presentation from guest speaker linking to an Inclusive Mindset (20 mins) DAY 2 A.2: Group activity (20 mins)	
11:05 - 11:25 (20 mins)		Reporting back in plenary (20 mins) <i>Key messages: Learning outcomes: Participants are able to recognize features of an inclusive Mindset to Leave No One Behind</i>	
11:25 - 11:45 (20 mins)	Day 2- Session 3	Digital Data Governance and Digital Mindset	Keping Yao, Senior Governance and Public Administration Officer, UNPOG, UN DESA
11:45 - 12:05 (20 mins)	Digital Data Governance and Digital Mindset	Presentation on Digital Data Governance and Digital Mindset (20 mins) DAY 2 A.3: Group activity (20 mins)	
12:05 - 12:25 (20 mins)		Reporting back in plenary (20 mins)	

		<i>Learning outcomes: Participants are able to recognize features of a digital data governance Mindset</i>	
12:25 – 13:25	LUNCH		
13:25 - 13:55 (30 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 Facilitators
13:55 – 14:35 (40 mins)	Day 2- Session 4 40 min activity 20 min reporting back in plenary	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 to Promote Transformational leadership at individual level 2. Actions to Promote Transformational leadership at organizational 3. Actions to Promote a Collaboration Mindset at individual level 4. Actions to Promote a Collaboration Mindset at organizational levels 5. Actions to Promote an Inclusive Mindsets at individual and organizational levels 6. Actions to Promote an Inclusive Mindsets at individual level 7. Actions to Promote an Innovation at individual and organizational levels 8. Actions to Promote an Innovation at organizational level 9. Actions to Promote a Digital Mindset at individual level 10. Actions to Promote a Digital Mindset at organizational level 	Shah Nasir Khan, Head of RCs Office Facilitators Ms. Stefania Senese, Programme Management Officer, DPIDG, UN DESA
14:35 - 14:55 (20 mins)		<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 will promote mindsets and behaviours individually and organisationally. Reporting back in plenary (20 mins)	
14:55 - 15:30	BREAK		Preparation of the Priorities with Mentimeter

<p>15:30 - 16:00 (30 mins)</p>	<p>Day 2- Session 5</p> <p>Prioritization and Decision-Making for Innovation, Digital Government and Changing Mindsets for Public Sector Transformation in Pakistan</p>	<p>DAY 2 A.5: Prioritization and Decision-Making for Changing Mindsets for Public Sector Transformation in Pakistan</p> <ol style="list-style-type: none"> 1. Recommendations on Key Actions to Promote Transformational leadership at individual and organizational levels 2. Recommendations on Key Actions to Promote a Collaboration Mindset at individual and organizational levels 3. Recommendations on Key Actions to Promote an Inclusive Mindsets at individual and organizational levels 4. Recommendations on Key Actions to Promote an Innovation at individual and organizational levels 5. Recommendations on Key Actions to Promote a Digital Mindset at individual and organizational levels 	<p>Shah Nasir Khan, Head of RCs Office, facilitators, Stefania Senese, Programme Management Officer, DPIDG, UN DESA</p>
<p>16:00- 16:50 (50 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>Teams write an engaging story of up to 50 words that captures learnings and actions from this workshop. Teams read out their stories.</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>Take personal stock of the week This will take about 10 min Make a summary of your notes and commitments this week</p> <p>This will take about 20 min Each team member please share your priorities with the rest of the team (3 min/person).</p> <p>This will take about 20 min Individually complete the action plan worksheet</p> <p>This will take about 20 min Team members please share your priorities with the rest of the group.</p>	<p>Shah and Facilitators, Stefania Senese, Programme Management Officer, DPIDG, UN DESA</p>
<p>16:50 – 17:00 (10 mins)</p>	<p>Wrap up/reflect</p>	<p>Conclusions</p>	