

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

26th - 27th JANUARY 2023



United Nations

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),
the United Nations Resident Coordinator's Office in Pakistan
The Civil Service Academy of Lahore, Pakistan*

Concept Note

1. Description of Event

The United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) and its Project Office on Governance (UNPOG), and the United Nations Resident Coordinator's Office (UNRCO) in Pakistan in collaboration with the Civil Service Academy (CSA), Lahore, Pakistan are co-organizing a two-day Capacity Development Training Workshop on "Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan", which will be held from 26 to 27 January 2023.

The Training Workshop is being organized as part of the 5th Domain Specific Mid-Career Management Course (MCMC) for the Officers of Pakistan Administrative Service (PAS) of the Federal Government. The Mid-Career Management Course of the Civil Service Academy of Pakistan is an intensive, 04-week residential program designed to enhance the management capabilities of Civil Servants. It provides a unique opportunity to gain a broader understanding of the complexities of public service management, learn the fundamentals of modern public administration and explore emerging trends in the public sector.

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. 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.

1.1 About the Organizers

DPIDG is a division of the United Nations Department of Economic and Social Affairs (UN DESA). It provides secretariat support to the United Nations Programme in Public Administration. DPIDG's mission is to assist the Member States of the United Nations in advancing the implementation of the 2030 Agenda and the Sustainable Development Goals, including through fostering effective, efficient, transparent, accountable, inclusive, and innovative public governance, administration, and services for sustainable development.

UNPOG is part of the Division for Public Institutions and Digital Government (DPIDG) of the United Nations Department of Economic and Social Affairs (UN DESA). Its principal mission is to strengthen the public governance capacities of developing Member States in Asia, the Pacific, and beyond to achieve the 2030 Agenda for Sustainable Development.

The Resident Coordinator (RC) system encompasses all organizations of the United Nations system dealing with operational activities for development, regardless of their formal presence in the country. The RC system aims to bring together the different UN agencies to improve the efficiency and effectiveness of operational activities at the country level. The RCO is working towards supporting the Government of Pakistan in fulfilling its international commitments, especially on the SDGs. Furthermore, the RCO in Pakistan, as one of the first One UN pilot countries, is also leading the One UN initiative towards a strengthened UN system in the country, for the benefit of the people of Pakistan with the best value for money.

The **Civil Services Academy** (CSA), Lahore is a premier training institution of Pakistan which impacts pre-service and post-service training to the Civil Servants recruited by the Federal Public Service Commission through a competitive exam known as CSS Examination. The Civil Services Academy was established in 1948 for the training of fresh entrants to the Pakistan Administrative Service (PAS) and was called the Pakistan Administrative Service Academy.

2. Context

The “Parliament of Pakistan adopted the sustainable development goals (SDGs) as their own national development goals in February 2016. The Ministry of Planning internalized the SDGs in its development framework well before formally signing in September 2015, and it embedded SDGs in Pakistan Vision 2025”¹. The Government of Pakistan has prioritized the SDGs, focusing on developing infrastructure, education, health, and social protection. As a result, the country has made great strides in reducing poverty and increasing access to health care and is now focusing on initiatives to improve energy access and promote sustainable economic growth. Pakistan is also committed to protecting the environment, reducing gender inequality, and promoting good governance. Pakistan is consistently ranked as among the ten most vulnerable countries to the effects of global climate change, as evidenced by the 2022 floods that displaced 33 million people. A large part of the impact of climate change on Pakistan happens through its impact on the Indus River system. The Indus Basin is home to about 90 percent of Pakistan’s population and more than three-quarters of its economy. The Living Indus Initiative (LII)², a flagship project approved by the Federal Cabinet supported by the United Nations in Pakistan, is a futuristic initiative designed to bolster the readiness of the Indus as a

¹ https://www.pc.gov.pk/uploads/report/National_SDGs_Framework_-_NEC_2018.pdf

² www.livingindus.com

natural system that is most vulnerable to climate change. As an umbrella initiative, LII aims to strengthen resilience and adaptive capacity to climate-related disasters in the Indus Basin, thus advancing Pakistan's commitment to SDG Goal 13 on Climate Action. Under the program, a process of extensive consultations with the public sector, private sector, and civil society led to a menu of 25 interventions, which focus on nature-based solutions and ecosystem-based adaptation approaches to protect, conserve, and restore natural, terrestrial, freshwater, coastal and marine ecosystems in the Indus Basin.

Pakistan is working to strengthen its institutions, build resilience, and develop a more robust, inclusive economy. However, the achievement of Agenda 2030 presents several challenges for public institutions in Pakistan. Poor governance, limited resources, and a lack of institutional capacity are all significant obstacles to attaining the SDGs. Additionally, public institutions in Pakistan face significant challenges in developing effective policies and strategies to meet the objectives of the SDGs. Public institutions in Pakistan need to strengthen their implementation capacity to support climate mitigation and adaptation programs such as the Living Indus Initiative and advance progress on SDGs, as well as build inclusivity and promote transparency and accountability. Additionally, there is a need to engage effectively with stakeholders, including civil society and the private sector, to ensure that the SDGs are effectively implemented. Lastly, there is a need to increase investments in public institutions and ensure that resources are allocated equitably.

Building capacity in public institutions is essential for ensuring the effective implementation of the 2030 Agenda. It is vital for public institutions to have the necessary technical and managerial skills to design, monitor, and evaluate policies, programs, and projects that are aligned with the 2030 Agenda. Public institutions also require a cultural change to ensure they remain relevant and effective in their mission to serve the public. This cultural change must include a commitment to transparency, collaboration, and accountability to create an environment of trust and collaboration between the public and public institutions. Additionally, this cultural shift must emphasize the +-members of the public. With this cultural shift, public institutions can continue to serve the public in a meaningful and effective way.

In light of the above, Pakistan's Schools of Government, in particular the National School of Public Policy and the Civil Service Academy, have 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 using the Living Indus Initiative as a case study for implementation.

3. Objectives

The aim of Training Workshop on "Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan" is to provide public institutions in Pakistan with the necessary knowledge and tools to understand the principles of the 2030 Agenda and to implement its goals. This workshop will cover topics such as the importance of the 2030 Agenda, the challenges facing Pakistan in achieving its goals, the importance of changing mindsets in public institutions, and the strategies that can be used to promote effective implementation of the 2030 Agenda. Attendees will also be provided with resources that they can use to help them understand the 2030 Agenda and how to bring about change in their respective organizations. The workshop will also provide a platform for networking and sharing experiences between participants, enabling them to learn from each other.

4. Thematic Focus

The thematic focus of the Training Workshop on “Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan” is to empower public institutions in the country to promote and implement the Sustainable Development Goals (SDGs). The Workshop will focus on the need for a comprehensive and holistic approach to achieving the 2030 Agenda in the country. It will help public institutions to develop a better understanding of the SDGs, their implications, and the need to shift mindsets and behaviour to ensure successful implementation.

The Workshop will also focus on the need to build capacity and develop enabling policies and systems to ensure the effective implementation of the SDGs. It will explain how public servants can explore innovative ways of engaging stakeholders and ensure their participation in the process. It will also explore the challenges and opportunities associated with changing mindsets in public institutions.

A variety of approaches, such as interactive activities, case studies, and discussions, will be used to examine the challenges and successes associated with this change. It will provide an opportunity for participants to gain insights into the various ways that changing mindsets can help public institutions become more effective, efficient, and responsive to their constituencies. Participants will gain an understanding of the importance of developing a culture of innovation and how to foster this culture within their own organizations. They will learn how to design and implement strategies and processes to foster the development of innovative mindsets and the adoption of innovative approaches to problem-solving. Finally, participants will also gain an understanding of the various tools and techniques available to support the development of these mindsets. 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

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

The Training Workshop will be composed of different sessions covering the above five themes, which will be delivered over a period of two 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

Officers of the post-service training program Domain Specific Mid-Career Management Course of Pakistan Administrative Service (PAS). These participants are Grade 18 officers, and after completing this Domain Specific MCMC, they will be promoted to Grade 19 through their promotion board.

8. Expected Results

At the end of the workshop, participants will have a better understanding of the importance of changing mindsets in public institutions and the key elements necessary to create and sustain such a change. They will leave with the knowledge and skills to design and implement strategies to foster the development of innovative mindsets within their own organizations.

9. Focal Points

UN DESA

DPIDG	Ms. Adriana Alberti Chief, PMCDU, DPIDG, UN DESA Email: alberti@un.org	Ms. Stefania Senese Programme Management Officer PMCDU, DPIDG, UN DESA Email: senese@un.org	
UNPOG	Mr. Keping Yao Senior Governance and Public Administration Expert UNPOG/DPIDG/UN DESA Email: yaok@un.org	Ms. Ana Thorlund, Governance and Public Administration Expert UNPOG/DPIDG/UN DESA Email: thorlund@un.org	Ms. Mi Kyoung Park Governance and Public Administration Officer UNPOG/DPIDG/UN DESA Email: mikyoung.park@un.org

UN RCO

Mr. Shah Nasir Khan Head, Resident Coordinator's Office, Pakistan Email: shah.nasir@un.org	Dr. Fazilda Nabeel Provincial Coordinator, Living Indus Initiative United Nations Email: fazilda.nabeel@fao.org
--	---

CIVIL SERVICE ACADEMY LAHORE

Dr. Muhammad Bilal Akram
Additional Director MCMC,
Civil Service Academy, Lahore
Email:
Bilalblue86@gmail.com

