An Overview of Institutional Capacity Needs for the SDGs

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I. Introduction

New capacities for realizing the 2030 Agenda

A new set of human resources capacities is needed to implement the 2030 Agenda, including foresightedness to anticipate problems, flexibility to quickly adapt and address unanticipated circumstances as well as resilience to manage risks.
I. Introduction

Main message - Behavior Change...Mindset Shift in Public Service

• “Public sector leaders and public servants should mainstream principles of 2030 Agenda, include SDGs in public-sector strategies, plans and programs;

• Public servants need to change behaviors and mindsets to ensure effective, accountable and inclusive implementation of the SDGs;

• Institutes responsible for training public servants should include 2030 Agenda principles and SDGs in their curricula”...
II. 11 Principles

17th Session of the Committee of Experts of Public Administration (CEPA)

Effectiveness
- Competence
- Sound policymaking
- Collaboration

Accountability
- Integrity
- Transparency
- Independent oversight

Inclusiveness
- Leaving no one behind
- Nondiscrimination
- Participation
- Subsidiarity
- Intergenerational equity
III. Expressed Capacity Needs

Priority skills and topics 20 countries reported as needs for effective SDGs institutionalization & implementation

- Climate change and disaster risk reduction
- Innovative public service delivery and ICTs for development
III. Expressed Capacity Needs vs. Reality

Shaping Effective institutions:
Changing the formal rules of institutions does not always produce desired results

Institutional Norms, Rules and Regulations - The Choice Architecture

The Public Servant's Mindset - Values, Attitudes, Behaviors
IV. Competency Frameworks and Gaps

<table>
<thead>
<tr>
<th>Holistic Mindset &amp; Systems Thinking</th>
<th>Strategic Mindset &amp; Resource Management</th>
<th>Accountability Mindset &amp; Auditing Competency to Ensure Transparent, Independent and Just Governance</th>
<th>Results Mindset &amp; Quantitative Analytics Competency for Data-Driven Policies and Decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency to Account for Risks and Complexity</td>
<td>Competency to Implement Effectively</td>
<td>Competency to Evaluate and Adjust Course</td>
<td>Competency for Governance</td>
</tr>
<tr>
<td>Reflective Mindset &amp; Self-Awareness</td>
<td>Reform Mindset &amp; Critical Thinking</td>
<td>Innovators Mindset &amp; Anticipatory Competency, For New Policy Solutions and Integrating Future Scenarios</td>
<td>Inclusive Mindset &amp; Participatory Governance Competency For Citizen Engagement in Decision-Making</td>
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<tr>
<td>Ethical Mindset &amp; Normative Competency to Recognize Norms, Biases, Beliefs or Values Influencing Decisions</td>
<td>Growth Mindset &amp; Integrated Problem Solving Competency for Proactive and Continuous Improvement</td>
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Source: UN DESA, 2018; UNESCO, 2017
V. What are countries doing to Strengthen Competencies?

Competency frameworks **provide basic agreed performance standards** to drive civil service change for the SDGs by 2030.

In 2017, the UK completed a reform process and launched a new competency framework focused on 10 competencies e.g. *"seeing the big picture"* promoting **holistic thinking** behaviors, **collaborating and partnerships**

**Singapore** recently launched an updated Civil Service Competency Framework including new values and skills such as *"Whole-of-Government"* thinking to emphasize **holistic and collaborative performance standards.**
V. What are countries doing to Strengthen Competencies?

Our 2018 Survey of 16 Countries on SDG Training for Government Institutions showed...

**Plans to integrate SDGs into civil service training**

- **8 countries will integrate SDGs in existing training**
  - Bhutan, Brunei, China, India, Japan, Myanmar, the Republic of Korea, Singapore

- **5 countries will integrate SDGs across all existing programs**
  - Bangladesh, Samoa, Sri Lanka, Pakistan, Vanuatu

- **Only 3 countries plan new programs**
  - Mongolia, Thailand*, Viet Nam
V. What are countries doing to Strengthen Competencies?

Schools’ priority topics for training on SDGs

<table>
<thead>
<tr>
<th>Priority topic</th>
<th>No. of countries</th>
<th>Names of countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing public service mindsets</td>
<td>8</td>
<td>India, Japan, Mongolia, Myanmar, Singapore, Thailand, Vanuatu, Viet Nam</td>
</tr>
<tr>
<td>Accountability and institutional strengthening SDG16</td>
<td>7</td>
<td>Brunei, India, Mongolia, Myanmar, Thailand, Viet Nam</td>
</tr>
<tr>
<td>Core functions to plan and implement SDGs</td>
<td>5</td>
<td>Bhutan, India, the Republic of Korea, Samoa, Vanuatu</td>
</tr>
<tr>
<td>Localizing the SDGs</td>
<td>5</td>
<td>Bhutan, Japan, Singapore, Sri Lanka, Viet Nam</td>
</tr>
</tbody>
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Thank you!