

TERMS OF REFERENCE FOR CONSULTANT

UN Department of Economic and Social Affairs, Division for Public Institutions and Digital Government

Development of a training toolkit on " Building capacities to transform public servant's mindset to implement the 2030 Agenda for Sustainable Development"

Background and objectives

The General Assembly in its Resolution A/72/235 encourages the Member States to adopt and implement "comprehensive human resources development strategies premised on national development objectives that ensure a strong link between quality education, training and employment, help to maintain a productive and competitive workforce and are responsive to the needs of the society" (ECOSOC, 2018).

Civil Servants are the most critical asset of the public sector. Therefore, investing in people is essential to the implementation of the SDGs. Civil servants are critical to the operations of government, at both the policy level and technical level. Due to significant resources constraints in many countries, civil servants are expected to deliver results with lack of access to adequate, financial, material and human resource capacity. "It is critical to sensitize civil servants at all levels about the 2030 Agenda" (ECOSOC, 2018), and their inter-linkages with the Paris Agreement, the Sendai framework for Disaster Risk Reduction, and the Addis Ababa Action Agenda on Financing for Development, and the New Urban Agenda. Knowledge and understanding of the 2030 Agenda not only enable the civil service to establish pathways to achievement of the targets, but it increases the chances that governments will assign priorities and resources to the incorporation of the goals into national development plans and implementation of the related programmes. Raising awareness will require adequate specialized training for civil servants through in-house programmes on how to implement the 2030 Agenda and achieve the SDGs, including on how to adapt the goals, targets, and indicators, over the coming years. Meeting the 2030 Agenda will require transformation not just of public institutions, but of culture, environment and the mentalities of civil servants.

The Voluntary National Reviews (VNRs) have highlighted that different countries have used different approaches in implementing the 2030 Agenda. While many countries have undertaken broad range of awareness-raising activities ranging from workshops, consultations, advocacy efforts, inclusion of the SDGs in education curricula, and development of online learning platforms, there remains a widespread lack of knowledge on the 2030 Agenda at many levels of government and amongst the public. All institutes of education in general, in particular the schools of public administrations have important roles to play and could introduce curricula designed with the above recommendations in mind, especially paying attention to coherence to the needs of skillsets, competence and integrated thinking for public servants to deliver on the SDGs. Ensuring incorporation of the SDGs into the curricula of schools of public administration and training centers of government, and promoting the important role of schools, can help ensure integration of the 2030 Agenda into civil service learning early on.

Working collaboratively across the public service to ensure skills to deliver on the SDGs, including working through partnerships is crucial. It is imperative that public servants' partner with relevant stakeholders and the public to ensure participation in decision making and policy design. Ensuring that public servants have the emotional intelligence to work directly with people and respond effectively to their needs is also central.

An increasing number of UN Member States have shown strong commitment to strengthen public servants' capacities. The 2019 United Nations Public Service Forum noted in its outcome messages that "With less than 11 years remaining to achieve the 2030 Agenda, we must work with a sense of urgency, strengthening public service institutions through internalization of Values, Beliefs, Mindsets and the Principles for Effective Governance. While planning for SDG is essential, given the urgency governments and development partners must put particular focus on implementation. Changing mindsets at individual, organizational, societal level is essential. There is a need for working on developing the human capital and the need to transform behaviours as part of institutional change".

In response to the expressed requests by member states received through the Division's key activities, UN DESA's Division for Public Institutions and Digital Government (DPIDG) aims to develop a training toolkit to increase and build capacities to transform public servants' mindset to implement the 2030 Agenda for Sustainable Development. UN Member States have noted the critical role that public service institutions play for the successful implementation of the SDGs and the importance of sound and people-focused policies, as well as coordination among public institutions. Also, they noted the importance of ethos in building effective public sector.

The key focus of this consultancy is to develop a training toolkit that will build capacities to transform public servants' mindsets by analyzing strategies, knowledge and enabling factors needed to drive individual, organizational and institutional changes to build public servants' capacities for SDG implementation.

Objective: Develop a training package on building capacities to transform public servant's mindset to implement the 2030 Agenda for Sustainable Development - hereafter referred to as the "training toolkit".

Work Assignment

Under the supervision of the Division for Public Institutions and Digital Government (DPIDG), the consultant will be responsible for performing the following tasks:

- To conduct a preliminary a desk research on the institutional, organizational and individual changes needed to achieve the SDGs. The research will also focus on the internalization of new beliefs and values and on the methodologies to effectively transform mindsets in public services for the SDGs. **The consultant's main output will be recommendations for key focus topics of training modules in the form of a detailed draft outline for a 1- week training course on the aforementioned substantive topics.**
- To conduct a comparative study on good practice cases on how public servant can (i) identify the complex interactions and trade-offs underlying the SDGs, envisage various policy scenarios, adopt

long-term policy horizons, have the capacity to design, implement and monitor integrated policies, work across different government departments and with other state institutions, as well as raise public awareness and involve civil society and other stakeholders; (ii) develop new knowledge, attitudes, skills, and behaviours to engage people in the localization of the SDGs; and (iii) foresightedness to anticipate problems, flexibility to quickly adapt and address unanticipated circumstances as well as resilience to mitigate risks, among others. **The main output will be to organize the research into a training handbook and background readings of selected materials to accompany the trainings workshop and gap analysis, to ensure evidence-based training modules in the following activities and outputs.**

- To develop a training package translating the above knowledge content into a one-week training curriculum including background readings providing and introduction and overview on key topics and cases, PowerPoint presentations on each core topic, tools for assessments, training quizzes, exercises, infographics, and similar training tools. **The main output will be a one-week training curriculum and accompanying training tools.**
- The consultant will participate in the Learning Conference to be held in Beirut, Lebanon on 9-10 June 2020.

Duration of contract

The total work period of the consultant will be from 1 April 2020 – 30 June 2020.

Duty Station or Location of Assignment

The consultant will work remotely, home-based with regular video and phone conference calls as necessary.

Travel

The consultant will participate in the Learning Conference to be held in Beirut, Lebanon, on 9-10 June 2020, as mentioned above. The costs will be calculated based on UN travel rules and regulations, to include roundtrip economy class airfare, daily subsistence allowance for the duration of the meetings in Beirut and terminal expenses. These costs are additional to proposed fees.

Expected outputs and delivery dates

Timetable after signature of contract

Output 1 (Deadline: 1 May 2020):

- Preparation of first draft trainings curriculum/detailed outline for a 1- week trainings course and submission to DPIDG - (in interaction with DPIDG); DPIDG reverts with any comments;
- Draft trainings handbook incl. background reading resources; DPIDG reverts with any additional comments;

Output 2 (Deadline: 1 June 2020):

- Draft trainings presentations (Power Point) for use during a 1-week training, incl. Good Practices /Lessons Learned case studies; DPIDG reverts with comments;

- Draft guidance concept and materials for group work, cases, learning quiz; DPIDG reverts with comments;

Output 3 (Deadline: 30 June 2020):

- Finalization of the complete training toolkit, inclusion of annexes (assessments, exercises, infographics, quizzes, etc.) for final submission by consultant.

Fee and payment schedule

The consultant will be paid a total of \$15,000 USD in 3 instalments, upon satisfactory submission of outputs.

1. First instalment of **\$5,000 upon completion of OUTPUT 1**, by 1 May 2020.
2. Second instalment of **\$5,000 upon completion of OUTPUTS 2**, by 1 June 2020.
3. Third and Final instalment of **\$5,000 upon completion of OUTPUT 3**, by 30 June 2020.

Performance indicators

The following performance indicators will be used to evaluate the work undertaken by the consultant and certify the payment of installment payments:

- Timeliness of submissions of the expected outputs in line with the substantive requirements of the present TOR and in line with requests from the immediate supervisor
- Value of services rendered in relation to their costs
- Readability of material
- Receptive / responsive to feedback from staff members
- Quality of analysis, recommendations or conclusions in reports/studies
- Comprehensiveness of data/analysis
- Relevance and utility of training materials

Qualifications

Education:

Advanced university degree in the area of public policy and administration, and governance, social sciences or related, preferably with a focus on institutional capacity development, changing mindsets, and behavioral insights.

Experience:

- A minimum of ten years of established capacity development experience, including the development and leading the delivery of training contents and programmes for Public administration officials.
- Experience in training on the Sustainable Development Goals with a focus on institutional capacity development.
- Experience in conducting research with excellent understanding and overview of the academic literature in the area of innovation, public administration and governance, capacity development, and sustainable development;
- Experience in the design and implementation of academic/trainings courses in the areas of innovation, public governance and sustainable development;

- Proficient in the use of all Word Office programs, incl. PowerPoint, and proficiency with internet research tools.

Languages:

Fluency in verbal and written English is required. Knowledge of additional UN languages is an asset.

Supervisor/Project Manager

These Terms of Reference are to be implemented under the direct supervision and the overall guidance of Ms. Adriana Alberti, Chief, Programme Management and Capacity Development Unit, DESA/DPIDG.

Deadline

Please send your CVs and cover letter to Said Maalouf at maaloufs@un.org by 4 March, 2020.