MGG
MANAGING GLOBAL GOVERNANCE

Report
MGG Training & Learning
HSC Side Event

Training for Transformation:
Building Multi-Stakeholder
Competences in Public
Administration

UNIVERSITY
OF HAMBURG **2-6** JUNE
2025

The Managing Global Governance (MGG) Training and Learning Side Event to the Hamburg Sustainability Conference (HSC) focused on multi-stakeholder processes. The HSC challenged barriers to SDG implementation with a systemic approach. It was driven by the vision that reaching the SDGs required interdisciplinary and trust-based collaboration among the international community. The conference aimed to foster new partnerships and collective action by those who were willing to commit to action.

In direct continuation of the Hamburg Sustainability Conference, the MGG workshop on multi-stakeholder processes reflected upon the HSC from a multi-stakeholder perspective and implemented learnings on MSP directly in the area of training and learning in the public sector. This interactive workshop brought together professionals engaged in multi-stakeholder processes, as well as experts from schools of public administration and other training institutions for civil servants. The overarching aim of the workshop was to identify leverage points to strengthen the competences of civil servants to successfully design and implement multi-stakeholder processes.

Systemic approaches, including a diversity of knowledge, perspectives, and actors, are key for sustainable development. Multi-stakeholder processes hold great potential to enhance mutual learning, integrate diverse perspectives, and develop more inclusive and effective solutions. At the same time, they pose practical challenges — such as managing conflicting interests, navigating power dynamics, and ensuring long-term engagement. Leveraging the potential of diversity is ambitious and requires a specific set of competences.

The workshop was structured along four main elements: It started with exploring the challenges of multi-stakeholder processes and identifying best practices. This fed into the identification of specific sets of competences that are needed to successfully design and implement multi-stakeholder processes. In the next step, existing activities of schools of public administration and other training institutions were discussed: to what extent do they support key competences for multi-stakeholder engagement, where are the gaps, and what are leverage points to improve the training provided for civil servants? At the end of the workshop, participants designed concrete activities to improve competence development for multi-stakeholder processes in the various schools of public administration and training institutions.

Throughout the workshop, special emphasis was placed on informal exchange and mutual learning. The workshop offered a space to share real-life examples, identify barriers, and brainstorm concrete actions to enhance competence development. It was also an opportunity to assess the need for additional activities — be it train-the-trainer formats, increasing leadership support, or innovating curricula. Ultimately, this exchange helped to further shape the shared agenda for strengthening the public sector's role in driving effective multi-stakeholder collaboration for sustainable development.

Monday, 2 June — Participation at HSC

9.00 – 10.00 am	**Coffee and networking at HSC** *Venue: Chamber of Commerce*
Morning (time tbc)	**Group picture with other IDOS representatives at HSC**
10.00 - 6.00 pm	**Hamburg Sustainability Conference** Find detailed programme here: *Hamburg Sustainability Conference - HSC 2025*
7.00 pm	**Hamburg Senate Reception** | Festsaal, City Hall with dinner

Tuesday, 3 June — Participation at HSC

9.00 – 10.00 am	**Coffee and networking at HSC** *Venue: Chamber of Commerce*
10.00 – 3.00 pm	**Hamburg Sustainability Conference** Find detailed programme here: *Hamburg Sustainability Conference - HSC 2025*
3.30-5.00 pm	**Boat Tour "Of treasure chests and pepper sacks" – The port of Hamburg in times of unequal world trade"**

Wednesday, 4 June — MGG SPA Side Event – Multi-stakeholder Processes

9.00 – 10.30 am	**Welcome and check-in** Observations and learnings from the HSC
10.30 – 11.00 am	**Setting the scene and agenda** Link HSC to multi-stakeholder processes and workshop agenda
11.00 – 11.30 am	Coffee break
11.30 – 1.00 pm	**Challenges in multi-stakeholder processes — Insights from practitioners**

- Scaling Innovation through federated governance: Coordination challenges in the digital government ecosystem – insights from ENAP, Brazil - Natália Teles da Mota, ENAP
- Aligning goals within the Rising Leaders Programme, India - Simran Dhingra, KAS India
- Approaching differences in the Service Agency Communities in One World (SKEW), Engagement Global, Germany - Frederike Diny, Engagement Global
- Manage different resources in the 'Renewable Energy for Women' Programme, India - Sheenam Puri, German Embassy New Delhi

Round of resonance and summary

1.00 – 2.30 pm	Lunch break
2.30 – 3.00 pm	**Competence mapping: Which competences are core for successful multi-stakeholder processes?**
3.00 — 4.00 pm	**Best practices on key competences for multi-stakeholder processes**

- Tools to create safe and inclusive spaces for multi-stakeholder competences - Juan Carlos Mendoza, GIZ Mexico
- Fostering diversity in multi-stakeholder processes - Tâmara Andrade, IDOS
- Cultural agility as a tool to navigate differences in diverse contexts - Zahrina Tamimi, LAN
- Establishing trust in multi-stakeholder processes – Simona Costanza Sow, UNSSC

4.00 – 5.00 pm	**Resonance and wrap up**

PROGRAMME & PARTICIPANTS

MGG
MANAGING GLOBAL GOVERNANCE

Thursday, 5 June — MGG SPA Side Event – Multi-stakeholder Processes

Time	Activity
9.00 – 10.00 am	**Welcome and agenda of the day**
10.00 – 10.30 am	**Competences for research and multi-stakeholder processes** • Prof Dr Ingrid Schneider, University of Hamburg
10.30 – 11.00 am	**Schools of public administration: Best practices** • Current experiences from Lembaga Administrasi Negara (LAN) Republik Indonesia, Indonesia - Tri Widodo Wahyu Otomo, LAN • Current experiences from Institute for Sustainable Development Goals of Tsinghua University, China - Peng Si, Tsinghua University • Current experiences at the National School of Government (NSG), South Africa - Jacqueline Nkate, NSG
11.00 – 11.30 am	Coffee break
11.30 am – 12.00 pm	**Schools of public administration: Best practices (continued)** **Round of resonance and summary**
1.00 – 2.30 pm	Lunch break
2.30 – 4.30 pm	**Moving towards action – Identification of leverage points to improve multi-stakeholder competences** Peer learning working space
4.30 – 5.00 pm	**Wrap up**

Friday, 6 June — Next Steps

Time	Activity
9.00 – 9.45 am	**Welcome and agenda of the day**
9.45 am – 11.15 am	**Sounding board: Individual action plans**
11.15 – 11.30 am	Coffee break
11.30 am – 1.00 pm	**Collaboration opportunities & collective future action plan**
1.00 pm – 2.00 pm	Farewell Lunch
2.00 – 5.00 pm	**Joint proposal writing for "Network in action"** **of the MGG Academy 2025**

Participants

Last Name	First Name	Institutional Affiliation	Country
Nkate	Motlalepule Jacqueline	The National School of Government (The NSG)	South Africa
Peng	Si	Institute for Sustainable Development Goals of Tsinghua University	China
Diny	Frederike	Engagement Global	Germany
Dhingra	Simran	Konrad-Adenauer-Stiftung (KAS) India Office	India
Tamimi	Zahrina Zul	Lembaga Administrasi Negara Republic Indonesia (LAN)	Indonesia
Mendoza Reyes	Juan Carlos	GIZ Mexico	Mexico
Puri	Sheenam	Embassy of the Federal Republic of Germany New Delhi	India
Utomo	Tri Widodo Wahyu	Lembaga Administrasi Negara Republik Indonesia	Indonesia
Teles da Mota	Natália	National School of Public Administration - ENAP	Brazil
Andrade Barros	Tâmara	German Chancellor Fellowship at German Institute of Development and Sustainability (IDOS)	Brazil
Schwachula	Anna	German Institute of Development and Sustainability (IDOS)	Germany
Vogel	Johanna	German Institute of Development and Sustainability (IDOS)	Germany
Reiber	Tatjana	German Institute of Development and Sustainability (IDOS)	Germany
Reiners	Wulf	German Institute of Development and Sustainability (IDOS)	Germany
Costanzo Sow	Simona	United Nations System Staff College (UNSSC)	UN
Schneider	Ingrid	University of Hamburg	Germany

Training for Transformation: Building Multi-Stakeholder Competences in Public Administration
Understanding the Role of Multi-Stakeholder Processes in Public Sector Capacity Building

This workshop was initiated through a bottom-up process within the Managing Global Governance (MGG) Network's „Training and Learning" strand. A network-wide survey revealed a clear demand to better understand multi-stakeholder processes (MSPs) — a term widely used, yet often under-defined in terms of practical application and the competences required for real-world impact.

Through follow-up discussions before the workshop, participants and network members emphasized the need to go beyond abstract endorsement of MSPs and instead focus on how they function in practice: what works, what doesn't, and why. Drawing on these contributions (represented through quotes of network members beyond the workshop participants), the workshop gathered concrete experiences from across the network, leading to five key insights:

- The strategic value of MSPs for public administration;
- The institutional and operational challenges they entail;
- The competences required to harness diversity constructively;
- The importance of translating shared goals into coordinated action, complemented by
- The need to develop competences, raise awareness for that and integrate enhanced competences strategically.

Rather than promoting idealistic notions, the workshop sought to ground MSPs in the realities of public sector work, offering a clearer understanding of how collaborative approaches can contribute to more effective, resilient governance.
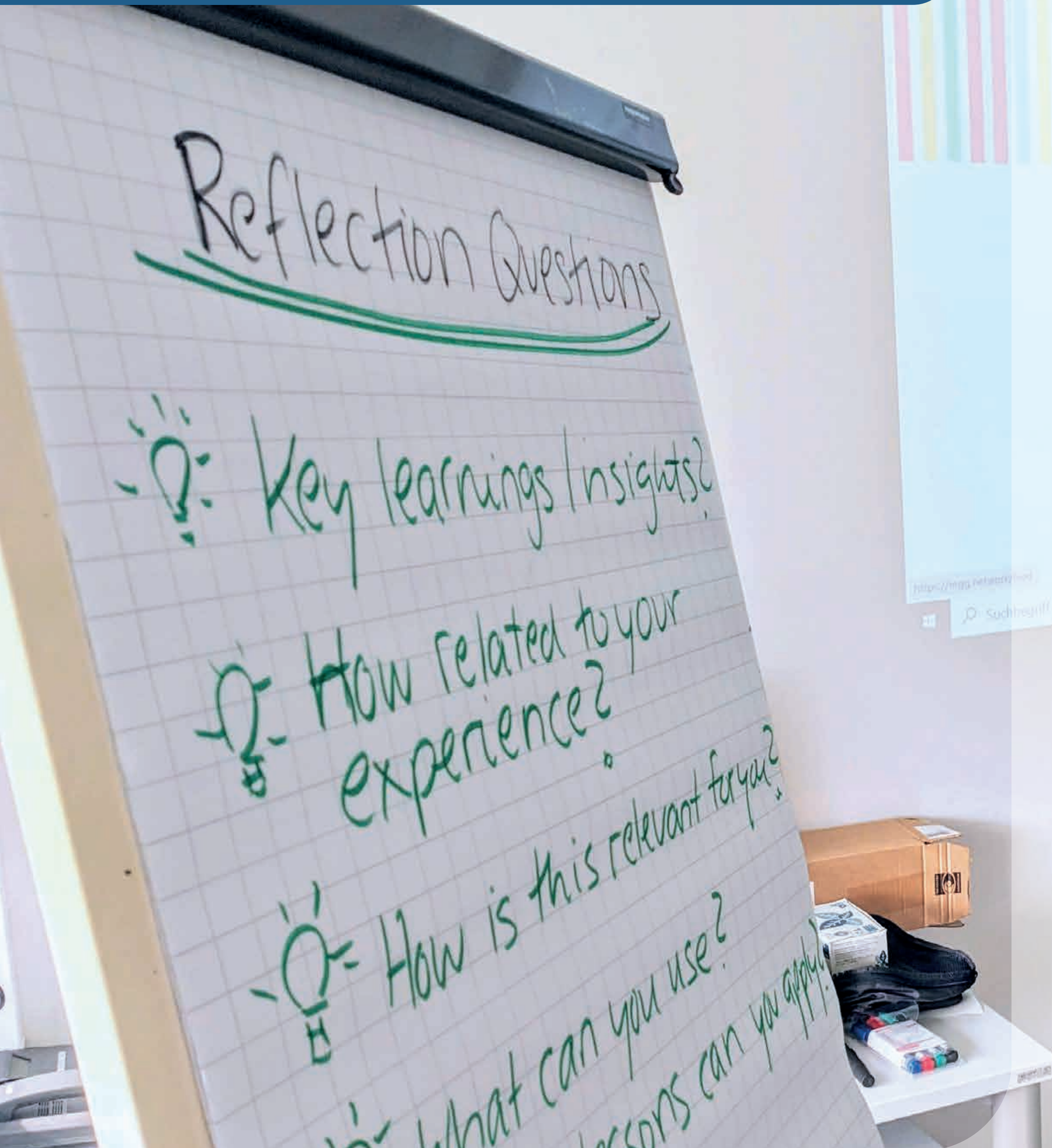
> „Multipolarity is a fact, multilateralism is a choice, multi-stakeholders is THE approach"
>
> Simran Dhingra, India

HAMBURG SUSTAINABILITY CONFERENCE

1 Multi-Stakeholder Processes as Strategic Enablers for Efficient Public Administration

The workshop highlighted that multi-stakeholder processes (MSPs) are essential for effective public administration that aims for sustainable development. By integrating diverse perspectives and actors, MSPs foster collaboration, align interests, and support more legitimate, resilient policy outcomes. For public administration schools and training institutes, MSPs strengthen institutional capacity and support mandate delivery: As representatives from national schools of government and other training institutions noted, *"MSPs help us deliver our mandate. If you partner, you are able to achieve more, learn more, and save time."* (Jaqueline Nkate, South Africa). Another added, *"MSPs help us build communities of practice, which we can then share in international fora."* (João Vitor Domingues, Brazil). In resource-constrained contexts, MSPs enable institutions to pool expertise and engage in constructive dialogue. *"We partner with other institutions because we lack human and budgetary resources... that's why we partner with non-governmental institutions,"* (Zahrina Tamimi, Indonesia) shared one participant. Another emphasized, *"MSPs can be a platform to balance resources and interests and enable exchange"* (Juan Carlos Mendoza, Mexico). Developing competences to design and facilitate effective MSPs is therefore a strategic priority for building more collaborative and future-ready public sectors.

2 Challenges in Multi-Stakeholder Processes: Navigating Complexity and Developing Capacity

While multi-stakeholder processes (MSPs) are essential for addressing complex challenges, they come with significant practical difficulties. Participants highlighted issues such as aligning diverse goals, balancing academic and practitioner needs, and managing differing stakeholder expectations. Institutional challenges like siloed structures, limited agility in decision-making, and a lack of organizational empathy also emerged. *"Sometimes (hosting) institutions don't see themselves as part of the solution"* (João Vitor Domingues, Brazil). Power asymmetries and the exclusion of marginalized communities remain critical concerns. Structural barriers – such as fragmented budgets, limited resources, lack of competences and coordination – were also described as challenges that affect policy implementation across different governance levels (Natália Teles da Mota, Brazil). Additionally, MSPs often face difficulties related to unclear roles, conflicting expectations, and communication gaps (Frederike Diny, Germany). These challenges underscore the need to strengthen competences for navigating complexity and fostering meaningful collaboration across sectors.

3 Leverage Diversity: How to Make All Voices Heard Without Losing Focus?

Diversity in MSPs comes along with the before mentioned challenges such as power asymmetries, cultural divides and differences of interest, ideology, and communication. Leveraging diversity is therefore a basic competence to create successful MSPs. This starts with understanding why diversity is a resource for better decisions (Tâmara Andrade, Brazil) and not an obstacle. Cultural agility and communication competences are needed to translate complex terms and bridge language and cultural differences (Sheenam Puri, India and Zahrina Tamimi, Indonesia). Trust Building and creating safe spaces allows less powerful actors to feel respected and heard (Simona Costanzo Sow, Germany).

4 Turning Alignment into Agreement — Why Vision Alone Isn't Enough

While many MSPs unite around a shared vision — such as sustainability or equity — alignment alone does not lead to meaningful impact. Without concrete agreements and coordinated actions, vision risks becoming symbolic rather than transformative. The diversity of actors often means diverging timelines, conflicting priorities, and ideological tensions that stall progress. To transform alignment into collective action, MSPs must establish a shared purpose that resonates with all actors and develop a structure that enables continuous progress. Embedding the project within a broader narrative and acknowledging political dynamics strengthens trust and legitimacy. Strategic communication, inclusive facilitation, and deliberate process design become essential—not just to manage, but to mobilize the diversity of perspectives into a coherent force for change.

5 Competence Development: Raising Awareness and Strategic Integration

The design, facilitation, and implementation of successful multi-stakeholder processes (MSPs) require competent leadership. As the challenges described show, good intentions alone are not enough to ensure a productive process. It is therefore essential to raise awareness of the wide range of competences needed.

These competences span from strategic skills—such as understanding why an MSP should be set up, identifying key stakeholders, and securing institutional support—to facilitation, communication, process design, conflict transformation, and monitoring and evaluation. Most of these are transversal rather than purely technical competences.

Schools of Public Administration and other training institutions for public servants play a key role in developing these competences. To increase their impact, it is advisable to integrate relevant transversal MSP competences into existing mandatory or technical training courses.

Impressions from the Participants' Feedback

The HSC and the MGG side event workshop *Training for Transformation* received overwhelmingly positive feedback. In the evaluation survey, all participants rated the side event on MSPs as (very) satisfactory. Nearly 90% also felt that the HSC offered a valuable space to connect with high-level decision-makers.

The workshop clearly resonated with attendees: Everyone reported gaining a deeper understanding of MSPs and their relevance for implementing the 2030 Agenda. The sessions helped build a shared perspective on both the challenges and opportunities of working across sectors and stakeholder groups. Participants agreed that the discussions sparked fresh ideas and strategies for making MSPs more effective in advancing the SDGs.

One participant summed it up nicely:

> *"The mix of the group – diversity, perceptions, purposes, power – in itself was MSP. The HSC and the MGG workshop was a melting pot of ideas, challenges and perspectives, and I am taking back a lot of food for thought that can help me implement certain programmes better."*

This quote captures how the event's very structure mirrored the spirit of collaboration it aimed to promote.

Beyond the content, the workshop offered valuable insights into strategic stakeholder engagement — clarifying the roles and competences needed to work effectively in multi-actor settings. Many highlighted the benefit of concrete examples and practical takeaways they could directly apply in their daily work.

Networking and peer exchange stood out as key added values. Participants reported having broadened their international contacts and deepened their skills in navigating complex stakeholder landscapes.

Report
MGG Training & Learning
HSC Side Event

Training for Transformation:
Building Multi-Stakeholder Competences
in Public Administration

HSC Side Event

MGG
MANAGING GLOBAL GOVERNANCE

IDOS | German Institute
of Development
and Sustainability

Dr Wulf Reiners
Head of MGG Programme
wulf.reiners@idos-research.de
+49 (0)228-94927-276
+49 (0)228-94927-130

Dr Tatjana Reiber
Head of MGG Academy
tatjana.teiber@idos-research.de
+49 (0)228-94927-235
+49 (0)228-94927-130

Dr Anna Schwachula
Senior Researcher
anna.schwachula@idos-research.de
+49 (0)228-94927-152
+49 (0)228-94927-130

Dr Johanna Vogel
Senior Researcher
johanna.vogel@idos-research.de
+49 (0)228-94927-263
+49 (0)228-94927-130

Federal Ministry
for Economic Cooperation
and Development

Ministry of Culture and Science
of the State of
North Rhine-Westphalia