**Discovering
Effective Collaborative Action
SCALA-FACS Session**

June 2022
UNDP Green Commodities Programme

# SCALING UP CLIMATE AMBITION ON LAND-USE AND AGRICULTURE THROUGH NDCs AND NAPs
## SCALA PROGRAMME



Mongolia

Nepal

Egypt

Thailand

Senegal

Cambodia

Costa Rica

Colombia

Cote d'Ivoire

Ethiopia

Uganda

Argentina
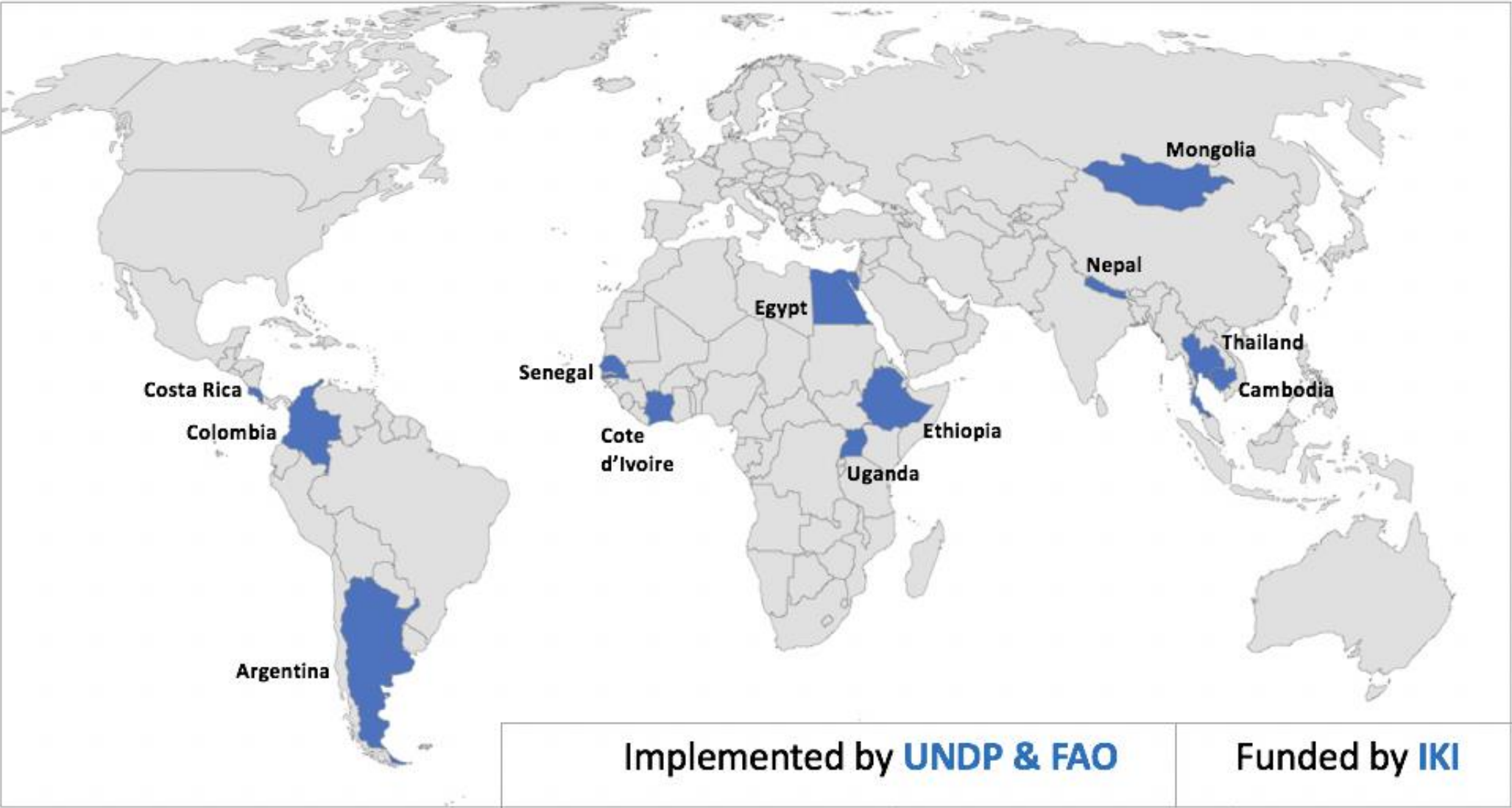
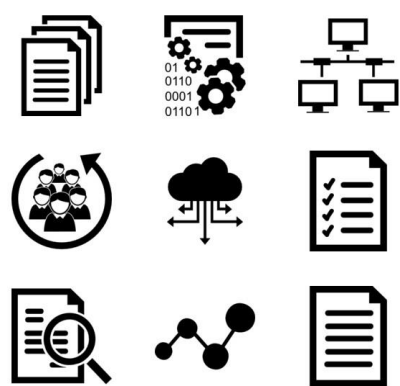| Implemented by **UNDP & FAO** | | Funded by **IKI** |
|---|---|---|
| **12** countries | **20** million euros | **2020-2025** |

Support transformative climate action in the land-use and agriculture sectors to reduce GHG emissions and/or enhance removals, as well as strengthen resilience and adaptive capacity to climate change in participant countries.

# BARRIERS TO SCALING UP CLIMATE ACTION



Limited generation and application of information to identify transformative climate actions

Insufficient coordination and capacity for cross-sectoral planning and implementation of climate actions

Low level of integration of NDC and NAP priorities into national planning and budgeting processes

Gender inequality and social exclusion in climate and agriculture decision-making

Insufficient identification of investments among NDC and NAP priorities and inadequate public/private finance

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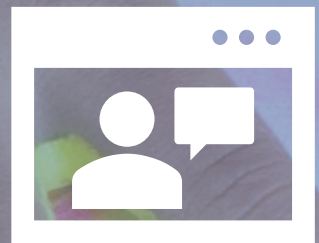
**VIDEO ON!**   **INTERACTIVE**   **PRACTICAL**   **INTRODUCTORY**

"Tell me and I forget,
teach me and I may remember,
involve me and I LEARN"

- Benjamin Franklin

# Welcome!

UNDP

Introducing ourselves and check-in

**Please share your name, role and location**

Also, please share with us **1 thing** you are really good at!

**USE THE CHAT BOX!**

# What are we here for today?

- **Collaboration for actionable and transformative climate solutions in NDCs and NAPs: why is it needed?**
- **What is Effective Collaborative Action?**
- **Walk through the methodology: building blocks and essential practices**
- **Moving into practice: How do we 'do' Effective Collaborative Action?**
- **Key guiding questions for using the methodology**
- **Identifying the departing point for collaboration: Signals of Change**
- **Final Q&A**

# Which image represents better your experience of collaboration?

| Image 1 | Image 2 | Image 3 | Image 4 | Image 5 |
|---------|---------|---------|---------|---------|



| Image 6 | Image 7 | Image 8 | Image 9 | Image 10 |
|---------|---------|---------|---------|----------|
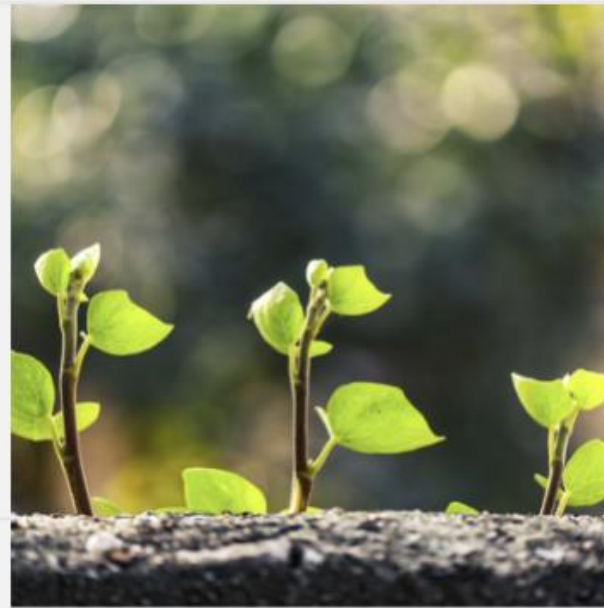
A Guide
to Effective
Collaborative
Action

DEEP COLLABORATION FOR SYSTEMIC CHANGE
IN FOOD AND AGRICULTURAL COMMODITY SYSTEMS

# ABOUT
# Effective
# Collaborative Action

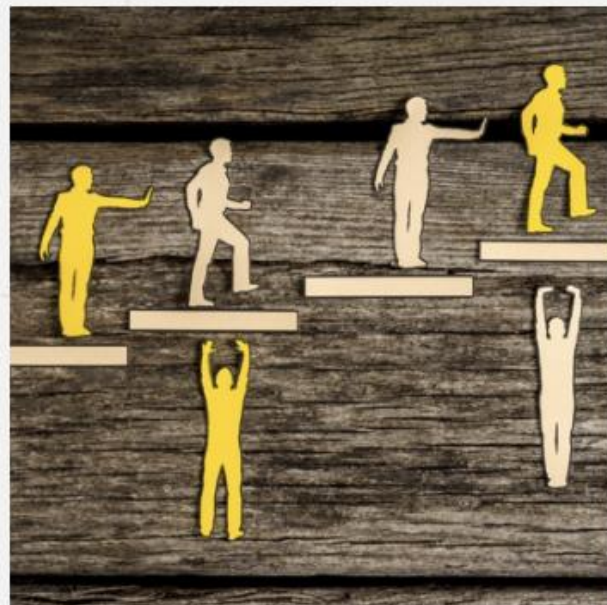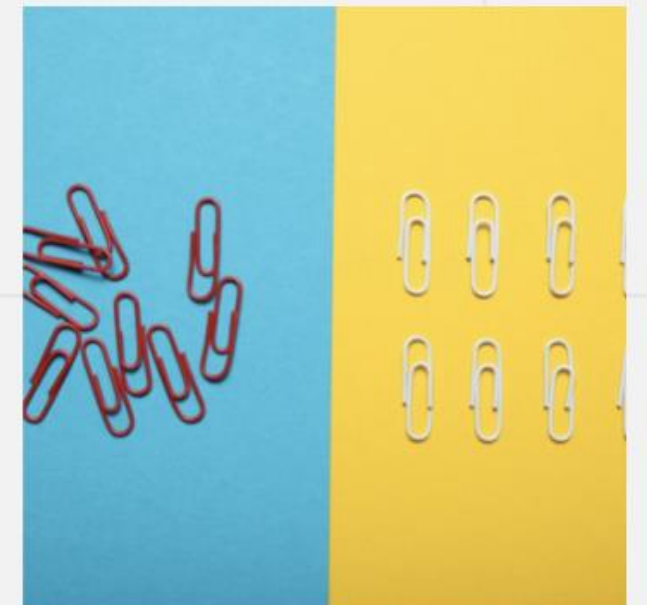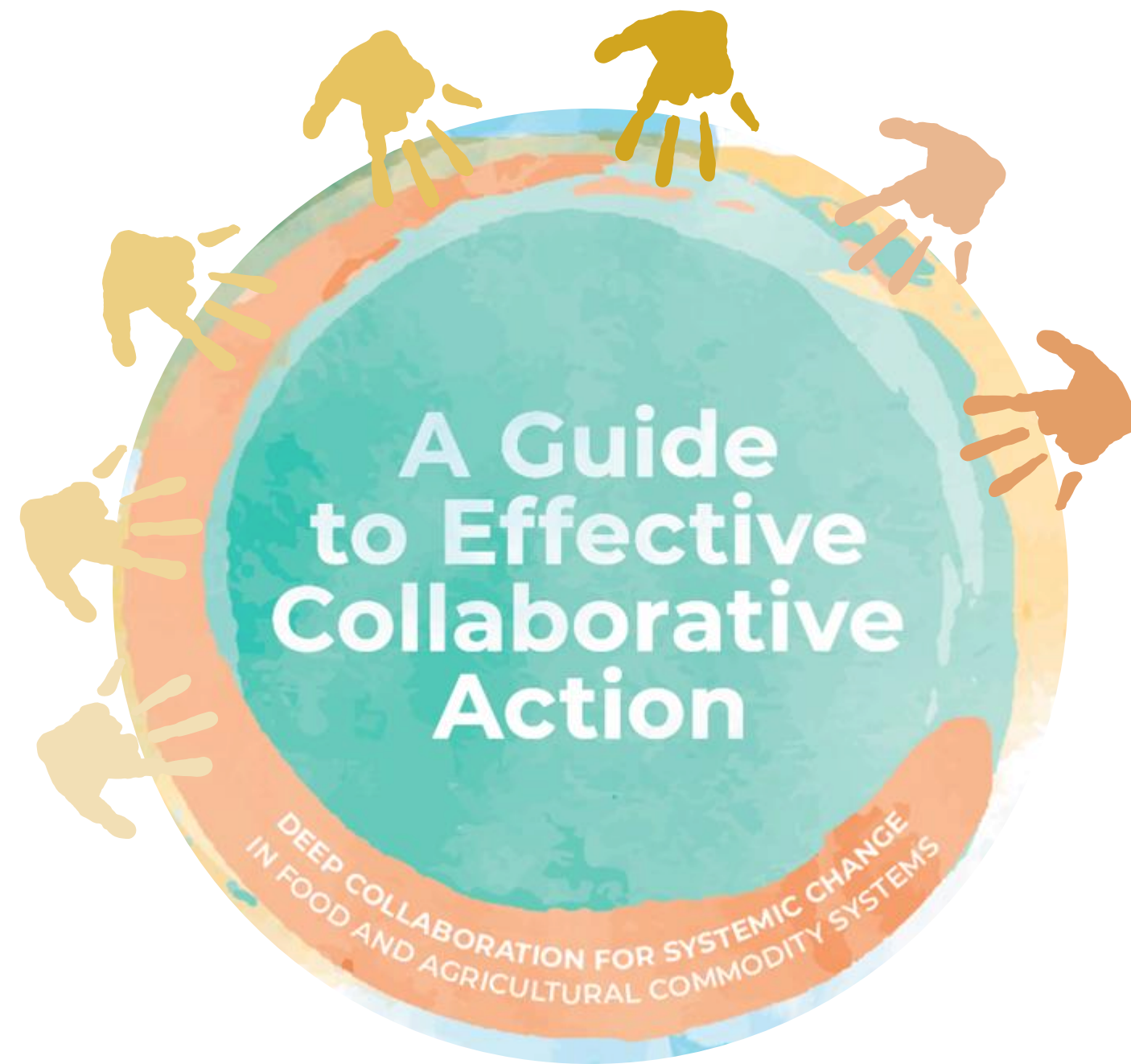# Collaboration for transformative climate solutions in NDCs and NAPs

## Why EFFECTIVE?

**Food systems face multi-dimensional crisis**.  Climate change is a major one. The community of practioners knows that agriculture and land use sectors play a critical role in helping build climate resilience and mitigate climate change. **We need to find effective ways of bringing about change.**

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## Why COLLABORATIVE?

**A new paradigm in agriculture production is needed**.  Climate change will increasingly add significant pressure and regionally different impacts on all components of food systems, undermining all dimensions of food security (IPCC, AR6). **Challenges cannot be solved by one person or institution alone.**

## Why ACTION?

As we continue to face hunger, diet-related disease, a planet in the trajectory towards environmental degradation and entrenched smallholder farmer poverty, **we need to TAKE ACTION to minimise the presence and impact of these trends**.

# BACKGROUND

10 years of experience with national commodity platforms supported by GCP globally



- 13 countries
- 8 commodities
- 16 National commodity platforms
- 15 Subnational commodity and dialogue platforms
- 10 National Action Plans finalised (4 legalised)
- 8 Subnational Action Plans finalised (1 legalised_

# BACKGROUND

10 years of experience with national commodity platforms supported by GCP globally



PALM OIL
PINEAPPLES
AND PARTNERSHIPS

Impact and Lessons from a Decade of Transforming Agricultural Commodities

Powered by UNDP's Green Commodities Programme

GCP was not the first to try to transform commodity production, but over ten years we have built up a significant track record of experience of what works, and what does not. What does not work from our perspective are top-down approaches, ill-thought-out interventions at limited scale, and siloed initiatives which address only one part of the system.

**Synthesizing and summarizing what we have learned, here are 10 insights on transformation:**

**1**
**Get all stakeholders in the room and address power dynamics early** using system mapping and other techniques to empower everyone to participate. – be especially careful to involve and support those who have so far been marginalised.

Read more on page 42.

**2**
**A shared sense of purpose** is important to guide the direction of travel but don't sweat about detailed objectives, these can emerge later. Tools such as Targeted Scenario Analysis can build a shared sense of purpose by illuminating positive future scenarios.

Read more on page 84.

**3**
**Patience is essential.** Everyone will move at their own speed and will need the time to adopt principles and practices as "their own". Sustained change needs the right institutional capacity, sufficient financial sustainability and firm political resilience. UNDP's From Commitment to Action initiative (FC2A) examines how these contextual factors influence achievements, and builds roadmaps for more effective implementation.

Read more on page 81.

**4**
**Flexibility in funding.** Systemic change happens in unpredictable and surprising ways that don't fit predetermined outcomes or logframes, and funding must accommodate this.

Read more on page 96.

**5**
**True collaboration is a step up from dialogue,** and includes partners from within the organisation as well as outside. GCP has been supported by the UNDP Nature Climate and Energy cluster, the UNDP private sector hub and networks, the Climate & Forests Programme, the UN-REDD partnership, the UNDP country investment portfolios with GEF and GCF funding, and many others.

Read more on page 45.

**6**
**Systems operate at multiple geographical jurisdictional scales** each of which has its own governance and decision process. These must transform together in synchrony, with each jurisdictional scale having its own process interlinked with the other scales. UNDP's 4-Dimensional Systemic Change research report examines this in detail.

Read more here.

**7**
**Systems can be approached at three levels.** Global system; Community; and Individual. Appropriate weight must be given to all three and where one has been neglected (e.g. Individual) the approach must be rebalanced. UNDP's article published in the journal "Ag4Dev" gives a deeper insight.

Read more here.

**8**
**Human nature will rush to the "What" needs to be done but successful change processes focus also on the How and the Who.** Many think they are already collaborating when in fact they are in dialogue, and the need to go deeper into the How and Who has to be uncovered. UNDP's Multi-stakeholder platform methodology clarifies this distinction.

Read more on page 45.

**9**
**Complex challenges cannot be solved through conventional problem solving.** Change happens when you can bring diverse perspectives together from across a sector and create a process that supports on-going collaboration and builds trust to solve problems together. Change moves at the speed of trust – the more participants trust each other, the more successful and sustained the change will be. Identifying the causality of interventions helps to cut through the complexity. UNDP's Causality Assessment for Landscape Interventions (CALI) is designed to do this.
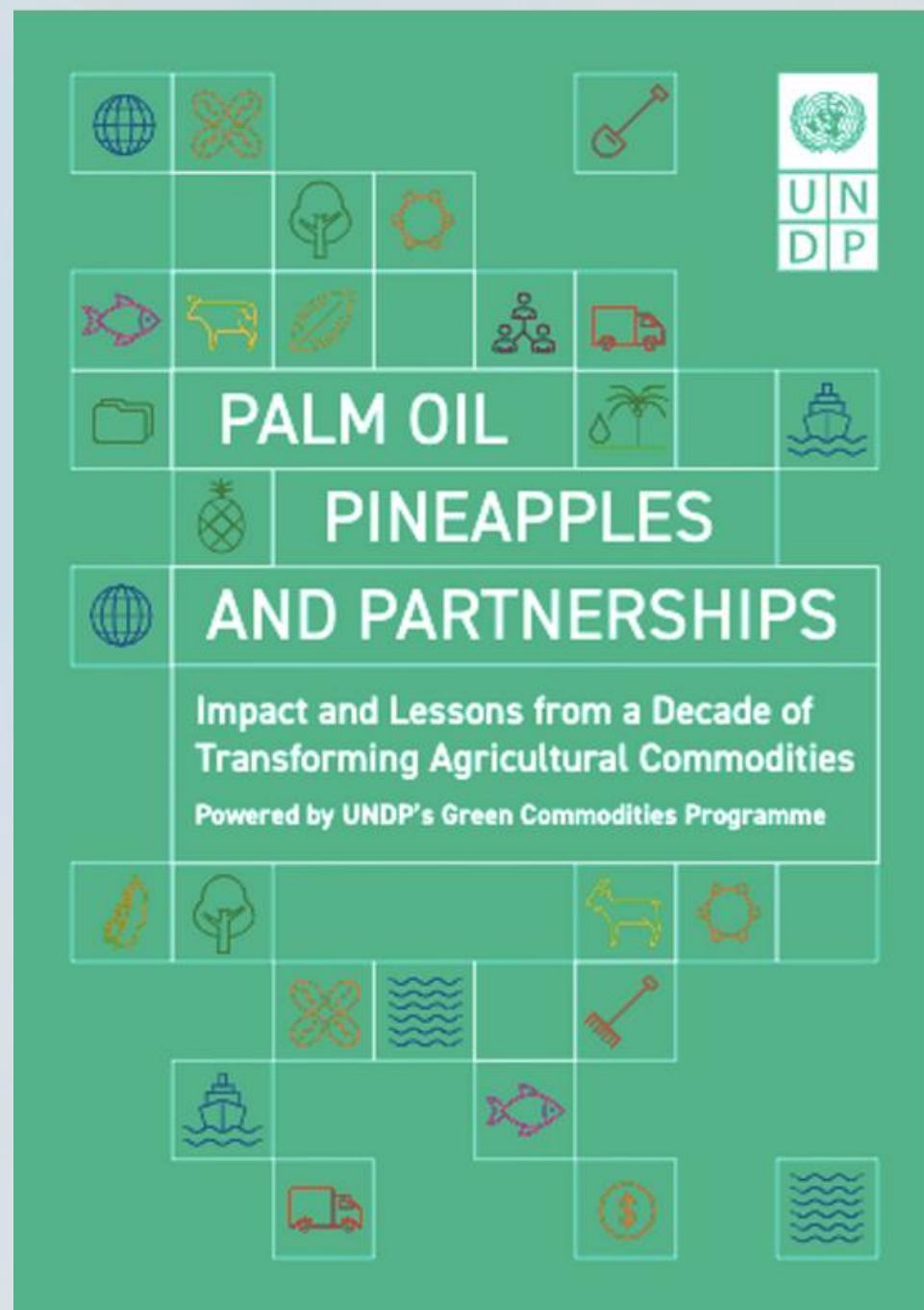
Read more on page 87.

**10**
**"I/we need to change" rather than "they need to change".** The willingness to change ourselves, our organisations: the need to explore more deeply our self, the place from which we operate, checking egos, surfacing assumptions and so on. UNDP's Conscious Food Systems Alliance focuses on these aspects of change.

Read more on page 80.

UNDP's approach to multi-stakeholder collaboration for systemic change is outlined from page 40 of this report. Combining these carefully evolved principles with experienced and sensitive facilitation and guidance for country implementation has been the foundation of our achievements around the globe.

10 years of experience with national commodity platforms supported by GCP globally

**PALM OIL**

**PINEAPPLES**

**AND PARTNERSHIPS**

Impact and Lessons from a Decade of
Transforming Agricultural Commodities

Powered by UNDP's Green Commodities Programme

**#1 - Complex systems demand more than technical solutions**

**#2 - To achieve deep transformation, we need to focus much more on people and relationships (the WHO & the HOW)**
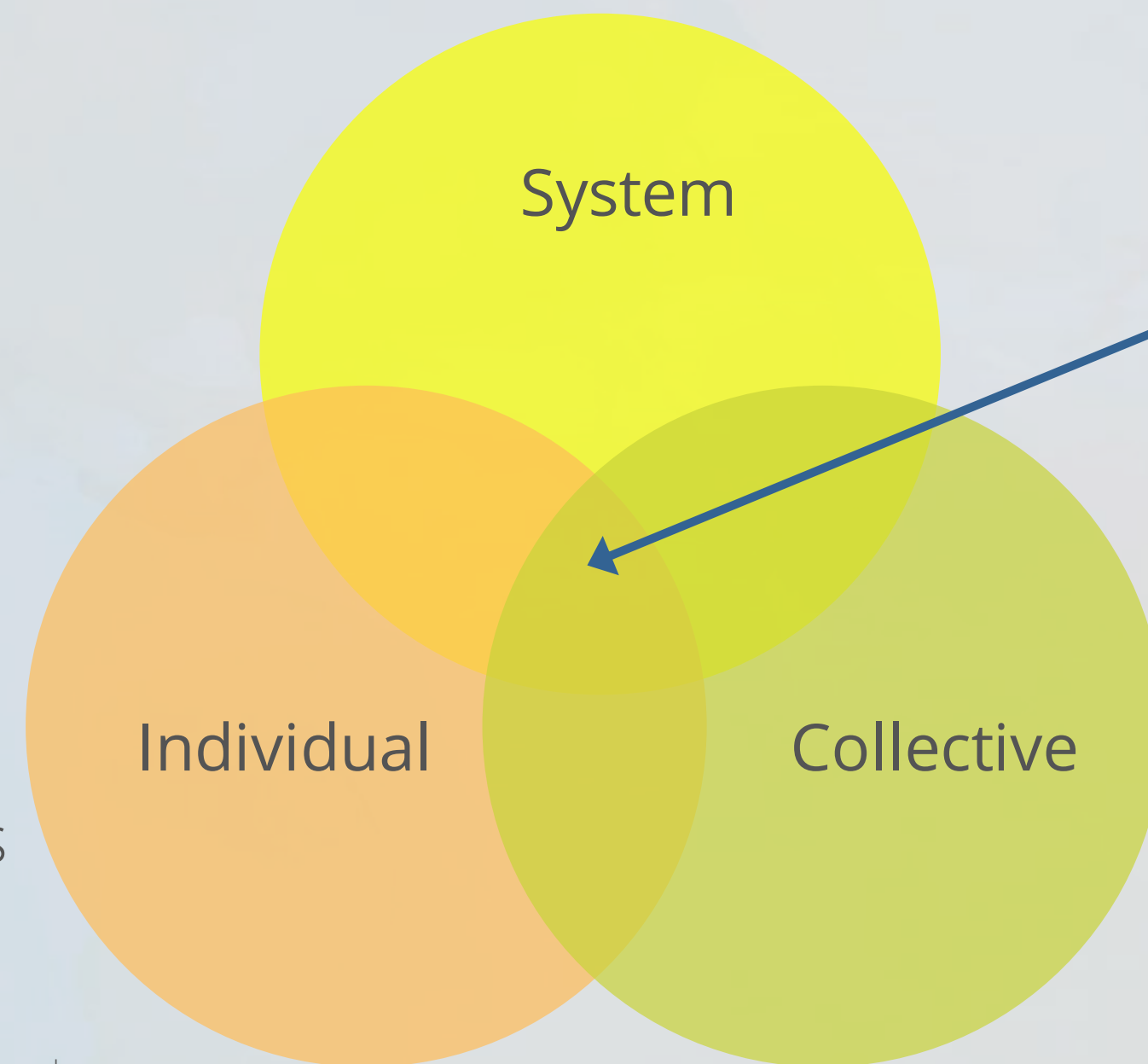
**#3 - Deep transformation of our food systems requires us ALL to continuously CHANGE**

# Effective Collaborative Action for transformative climate solutions

How can collaboration help us achieve **transformative systems change towards a more sustainable future?**

[www.menti.com](www.menti.com) code 3337 2174

# Effective Collaborative Action for transformative climate solutions

What gets in the way?

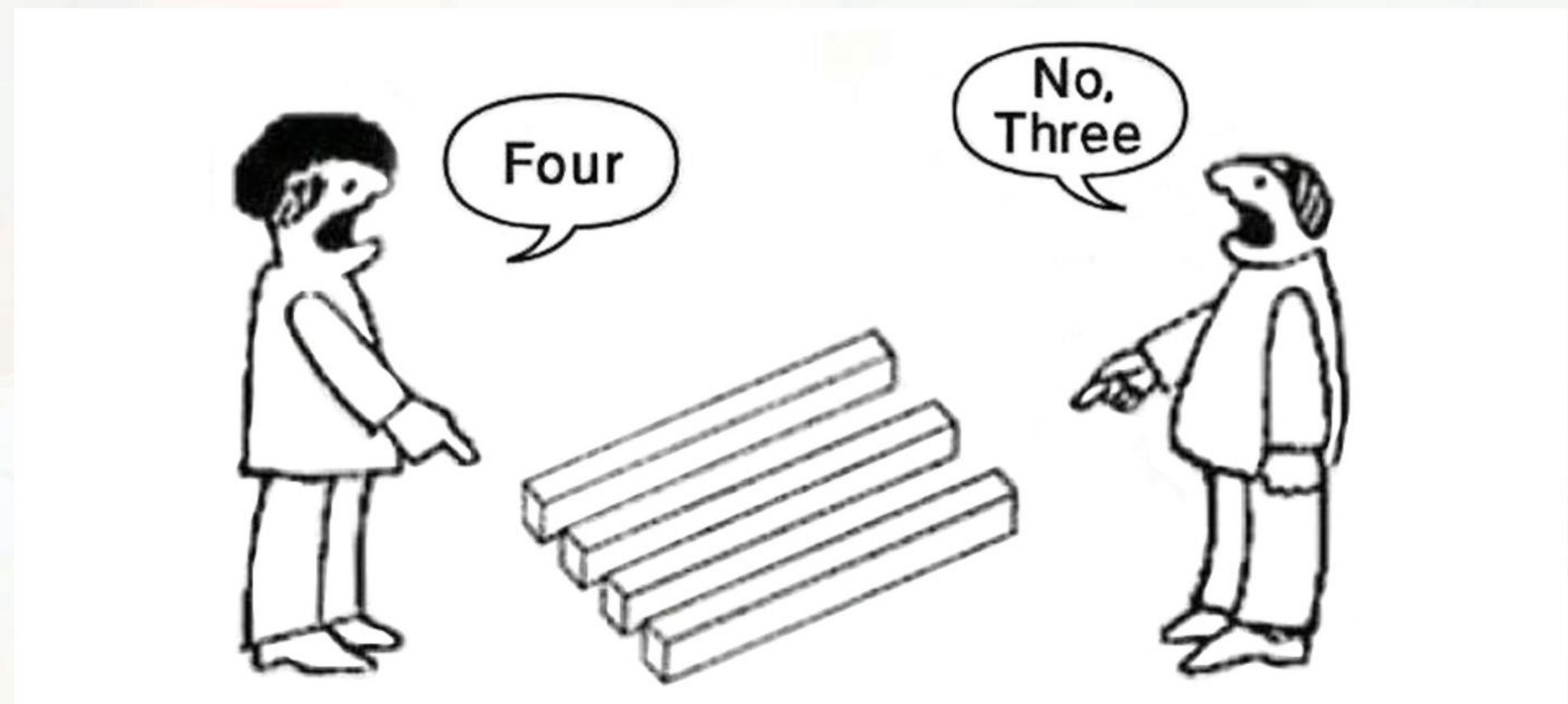[www.menti.com](www.menti.com) code 3337 2174

# Effective Collaborative Action

It's not always easy…



How do we create a shared vision?

How do we work together beyond what may separate us?

# Effective Collaborative Action for transformative climate solutions



## Through Deep Collaboration we can:

- Strengthen the commitment and individual & collective drive to sustained action

- Bring all the relevant voices to the table

- Address complex challenges from different perspectives

- Bring some structure whilst keeping the collaborative efforts open to emergence and adaptation

Effective Collaborative Action Methodology
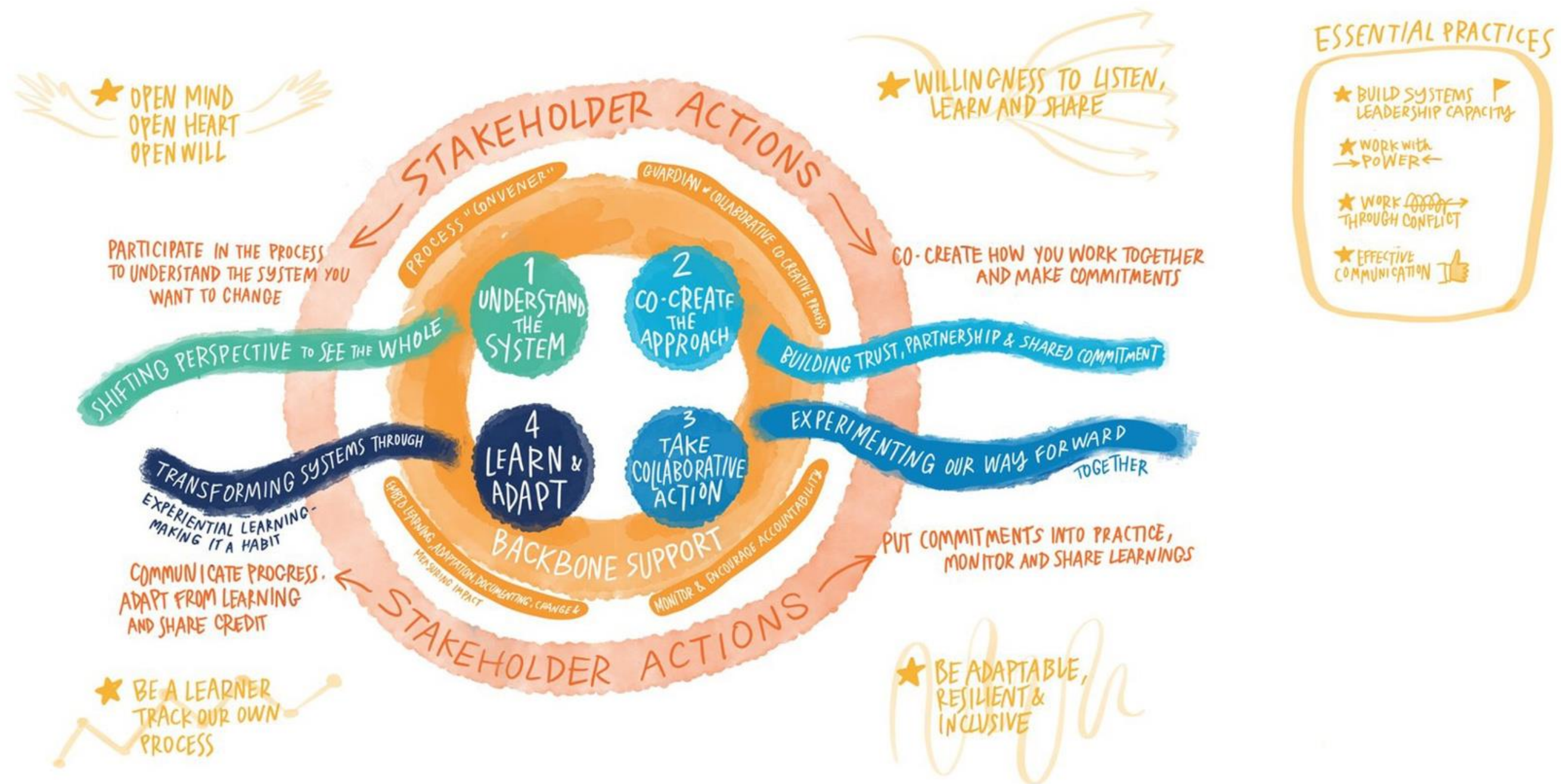
# INTEGRATING THE WHAT, WHO AND HOW

Effective Collaborative Action Methodology

Awareness of the different "parts" involved in a dialogue, platform, event, meeting;

 the connections and interactions

What the current situation is, what needs to change

Designing visions, plans and pathways for change including key stakeholders voices, views and needs.

Understanding who needs to be involved and how



 Making sure we learn as we go,

stay flexible and adapt our course of action based on the feedback we receive from the systems and stakeholders involved

Highlights the importance of working together and

Take collective  action to bring change in the agriculture and land use systems we work with.

# WHERE TO START

4 Building Blocks - questions to guide our reflection on the process

Which are the systems & subsystems involved?

What needs to change?

How are we all going to go about working together?

What is enabling or blocking participation and inclusion of all critical stakeholders?



How are we capturing learning on an ongoing basis?

What needs to change and adapt from the original plan?

What is our action plan moving forward?

How are we gathering input and feedback from insiders and relevant outsiders?

# INTEGRATING THE WHAT, WHO AND HOW

## 4 Building Blocks - questions to guide our reflection on the process

Which are the systems & subsystems involved?
What are the critical elements and connections?
What needs to change?
What does success look like?
Who are the (groups or individual) stakeholders? What is the involvement
required for each one of them? What are the critical relationships?
What are the 'low hanging fruits' of change and the crucial tipping points?

What is the vision and level of stakeholder alignment?
How are we all going to go about working together? Who needs to
participate in the decision making about this?
How are different (individuals and groups of) stakeholders participating in
the planning of what needs to be done?
How are we listening to each other? What is enabling or blocking
participation and inclusion of all stakeholders?



SHIFTING PERSPECTIVE TO SEE THE WHOLE

1 UNDERSTAND THE SYSTEM

2 CO-CREATE THE APPROACH

BUILDING TRUST, PARTNERSHIP & SHARED COMMITMENT

TRANSFORMING SYSTEMS THROUGH EXPERIENTIAL LEARNING- MAKING IT A HABIT

4 LEARN & ADAPT

3 TAKE COLLABORATIVE ACTION

EXPERIMENTING OUR WAY FORWARD TOGETHER

How are we keeping ourselves accountable and yet flexible to adapt our
WHAT, HOW and WHO as we go?
How are we capturing learning on an ongoing basis?
How are we creating spaces for joint reflection - to pause and think -
about the progress of our collective efforts?
What needs to change and adapt from the original plan?

What is our action plan moving forward? How are the stakeholders
aligned (or not) and ready to act as a collective and not just individually?
How do we sustain joint collaboration as we take action?
How are we monitoring progress and accountability?
How are we testing and prototyping our solutions?
How are we gathering input and feedback from insiders and relevant
outsiders?

# INTEGRATING THE WHAT, WHO AND HOW

4 Building Blocks - questions to guide self-awareness as a facilitator/ convener

What do I already know about the systems involved?
What feels important to know?
What am I assuming about the systems involved?
What would I like to know?
What are others telling me I should know?
How am I becoming more aware about the systems dynamics involved?
What biases am I bringing to this project?

How am I encouraging stakeholders to come together to a common vision? What parts of me are getting in the way? What is helping?
How am I creating safe spaces for stakeholders to work together?
How do I bring trust to the table?
How am I inviting different voices to come in and participate?
How am I enabling inclusion?
How am I convening the importance of coming and working together?
What am I finding challenging or difficult in this process of co-creating?



SHIFTING PERSPECTIVE TO SEE THE WHOLE

TRANSFORMING SYSTEMS THROUGH

EXPERIENTIAL LEARNING- MAKING IT A HABIT

1 UNDERSTAND THE SYSTEM

2 CO-CREATE THE APPROACH

4 LEARN & ADAPT

3 TAKE COLLABORATIVE ACTION

BUILDING TRUST, PARTNERSHIP & SHARED COMMITMENT

EXPERIMENTING OUR WAY FORWARD TOGETHER

What am I learning and how? How am I capturing my own learning?
How attached am I to the outcomes and to the plan? Am I struggling to let go? What am I attached to?
How am I adapting? Where or when am I struggling to adapt? Why?
What are my expectations in this project? Are they realistic, idealistic, somewhere in between? What happens if my expectations are not fullfiled?

What is my role in taking collaborative action for this particular project? How clear is this for the stakeholders?
How can I enable stakeholders to work together? How can I create regular spaces for them to strengthen their relationships and their interest in each other?
How am I collaborating? With whom? How am I 'walking the talk'? Where and how am I struggling to collaborate? Why?
How am I asking feedback from the stakeholders?

# INTEGRATING THE WHAT, WHO AND HOW

Effective Collaborative Action – 4 essential practices



Focus here is on empowering people to lead transformation at three levels — within themselves, within their institutions and within the system.
**Tools: System Change Education | Systems Leadership skill builder | Learning Journeys**

Understand how equity, representation and distribution of resources has played a role in creating the existing power dynamics and how these influence the group's wish to be more inclusive to change the system.
**Tools: Power Ranking | Stakeholder Power in Food Systems | Power & Facilitating Social Change**

Focus here is on increasing the collaborative's capacity to see conflict as something to work with in order to move the collective forward and even connect the group more strongly together.
**Tools: Multiple Perspectives | Conflict Styles | Paired Walk**

Focus here is on ensuring attention is given to continuous communication at personal, collective and system levels.
**Tools: 5 ways systemic change comms strategies differ | Deep Listening**

# INTEGRATING THE WHAT, WHO AND HOW

3 elements to consider in implementing NDC/NAP related projects (or other projects): stakeholder actions, backbone support & essential practices

Who are all the stakeholders touched by this project?
Which ones are the most critical ones? How do they need to be involved?
What does the project need from each stakeholder and viceversa?
What are the different ways and means to engage and include the
different stakeholders? What's my plan to achieve this?
How are stakeholders connected (or not) with each other?

Key tools:
Guidance on stakeholder engagement
Private sector engagement guide
Stakeholder mapping template
Stakeholders interview guide

**STAKEHOLDER ACTIONS**

**BACKBONE SUPPORT**

Do I have the right people and funding for the project?
Do I have access to the necessary tools and resources?
What are the conditions needed to create a safe space for collaboration
(open mind, heart, will) How can I facilitate/convene these?
How are we measuring success?
How are we managing content and knowledge?

Key tools:
The Food Systems Decision Support Toolbox
The System Leader's Fieldbook
 Example agenda for multi-stakeholder meeting
UNDP Farmer Support System Toolkit

# INTEGRATING THE WHAT, WHO AND HOW

## 4 Essential Practices - questions to guide reflection on the process

How much do I see systems leadership skills being displayed by stakeholders? Where are the gaps?
How are we working on change within ourselves, within our respective institutions, at the system level?
How are we staying together as a group as we progress through this project?
How are we changing and adapting our actions, mindsets and ways of working to respond to emergent changes as we go?

How aware are stakeholders about the un/conscious power dynamics being displayed in the process?
Where are the power misbalances present? How do they manifest?
How can I establish 'power with' instead of 'power over' dynamics?
What attributes (hierarchy, gender, age) are the main triggers for power misbalance?
How active are the different stakeholders in intentionally trying to reduce 'power over' dynamics at meetings, dialogues, etc?

★ BUILD SYSTEMS LEADERSHIP CAPACITY

★ WORK with POWER

★ WORK THROUGH CONFLICT

★ EFFECTIVE COMMUNICATION

Which are the 'elephants in the room' for this project? How aware are stakeholders of them?
How openly is conflict dealt with?
What are the ways/styles in which different stakeholders deal with conflict? Is there a cultural pattern that I need to be aware of?
Are the stakeholders involved in this project diverse?
How do I give voice to conflict, let it emerge?

How is communication handled in this project? What are the typical channels, ways, and forms?
What is left unsaid, unspoken? Who's heard and who isn't?
What is the quality of listening across the group?
How clear and consistent are the key messages?
How are we leveraging from alternative ways of communicating that appeal to different audiences and to different personal dimensions (Satir Iceberg)?

# Effective Collaborative Action applied in practice

## SCALA Private Sector Engagement Guide and ECA

### Identifying & Mapping Private Sector Actors

| Understanding the private sector landscape | Map Identified actors within the system |
|---|---|

### Prioritizing & Segmenting Prospective Partners

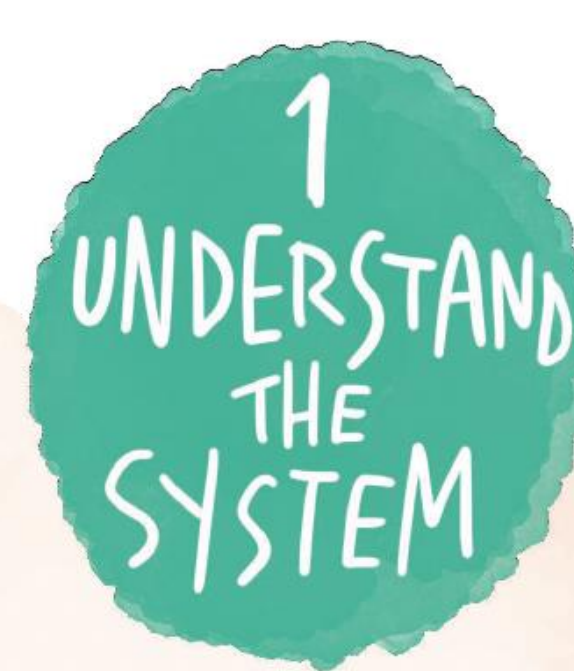| Developing a profile of PS Actors | Analyzing Stakeholders | Segmenting and prioritizing |
|---|---|---|

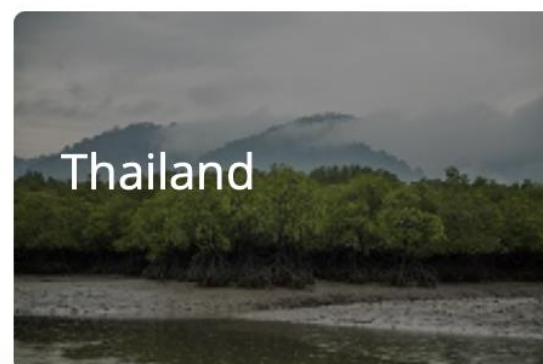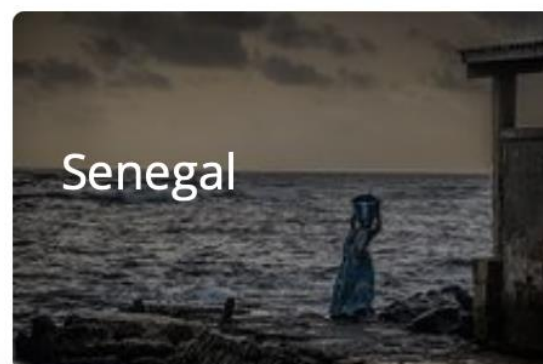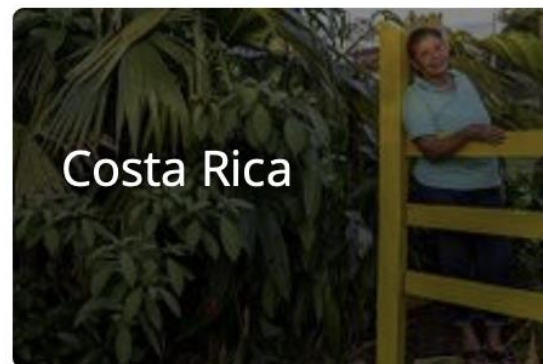### Developing Engagement Plans

| Identify engagement strategy | Develop tailored plan | Validate & update through consultations |
|---|---|---|

# Effective Collaborative Action and SCALA



| Argentina | Cambodia | Colombia |
| Costa Rica | Cote D'Ivoire | Egypt |
| Ethiopia | Mongolia | Nepal |
| Senegal | Thailand | Uganda |

Share **your** experiences!

# CONCLUDING...

QUESTIONS? REFLECTIONS? INSIGHTS?

# Where to start?

Start anywhere

Start small

Focus on the Who and the How (people and relationships)

Find quick wins

Ask yourself questions

Save some time to reflect and notice

Document

Practice, practice, practice!


Ask for help! We are here to support you!

# How do I know if I'm on the right path?

Look out for Signals of Change

| KEY PRINCIPLES FOR EFFECTIVE COLLABORATIVE ACTION | LIMITING CONDITIONS<br>*What gets in the way of effective collaboration* | EARLY SIGNALS OF CHANGE | | | | | YOUR EMERGING SIGNALS OF CHANGE |
|---|---|---|---|---|---|---|---|
| **1. BUILDING A SAFE COLLECTIVE SPACE**<br><br>*Building trusted relationships* | ☐ Conversations between stakeholders are mostly focused on technical content. Building trust and relationship are neglected resulting in limited personal connections among stakeholders. | ☐ Effective tools such as *check-in*; *storytelling, mindfulness*; *generative listening* and *conversation practices* are being used to better connect stakeholders within themselves and to each other. | ☐ Backbone support team designs and facilitates interventions in ways that encourage stakeholders to learn and practice systems thinking, collaboration and trust. | ☐ Stakeholders feel in a safe space that cultivates trust and relationships and have personal connections to one another. They can say what they really think and voice significant concerns. | ☐ Stakeholders directly and explicitly welcome and encourage different voices, opinions and perspectives to the table; show a sustained capacity to listen, reflect and take in perspectives different than their own, to the extent of even being able to change their own views and opinions. | ☐ Stakeholders support each other outside of formal dialogue events, including through establishing new collaborations and/or partnerships. | |

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"Very great change starts from very small conversations, from people who care"

- Margaret Wheatley