UN
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EFFECTIVE COLLABORATIVE ACTION

CONTRIBUTION AND IMPACT OF
UNDP'S MULTI-STAKEHOLDER ACTION
FOR SUSTAINABLE COMMODITY PRODUCTION AND TRADE

IMPACT BRIEF

Photo: UNDP Indonesia

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Transforming systems through experiential learning

In the race to build resilient, sustainable commodity and trade systems, much expectation is placed on technological and financial innovations —the "what" of change. However, UNDP's experience over more than 15 years shows that the "who" of change —the people involved and their organizations— is key to whether change succeeds. Deep collaboration amongst stakeholders is at the heart of every system change.

Yet we know that collaborating is not always easy, particularly in complex spaces with multiple agendas, deeply entrenched power dynamics, global interdependencies and high political, social, and economic stakes. Hence, for change to happen, we cannot just talk about collaboration; **we need to find ways to make collaboration happen more effectively on the ground**. But what does this look like in practice?

UNDP's Effective Collaborative Action approach and unique contribution to food systems transformation resides in how **it offers a method and structure for the being and doing of "deep collaboration", with practical ways of cradling stakeholders and practitioners to set up and strengthen collaborative spaces and build leadership, trust, and systems change capacities in a sustained, meaningful way.**

In 2020, the Green Commodities Program embarked on a mission to evolve the previous National Commodities Platform Methodology with systems thinking principles and a deeper understanding of the foundations behind multi-stakeholder collaboration for systemic change. As a result, a new methodology for Effective Collaborative Action was developed, leveraging on the learnings of more than 10 years of work on collaboration and systems change, showing that food systems transformation requires to:

- Work more with emergence and less with predefined outcomes
- Pay more attention to building the right leadership capacities and fostering trust across actors in the system
- Understand and deal more effectively with power dynamics and conflict
- Work with system mapping and scenario planning as a way for change agents to embrace the complexity of the system they seek to transform

To this day, Effective Collaborative Action —funded by the Global Environment Facility and the Swiss State Secretariat for Economic Affairs (SECO)— has been supporting over 40 countries across a 769 million USD portfolio of food and agricultural systems projects.

SECO has been supporting the implementation of Effective Collaborative Action approaches in its Sustainable Landscape Programme Indonesia (SLPI) Palm Oil landscapes and the Green Commodities Programme, phase III, working in Peru and Indonesia since 2015. It has expanded its focus on multi-stakeholder collaboration and systems change to cocoa in Ghana, palm oil in Malaysia and cattle and soy in Brazil. This way, **SECO is blazing a trail as a leading donor in positioning effective collaborative action at the heart of agricultural commodities systems transformation.**

UNDP's collaborative approaches are also being applied to other projects, sectors and countries around the world, including cashmere in Mongolia, collaboration across commodities in Costa Rica and Papua New Guinea, and facilitating dialogues on deforestation in Cote D'Ivoire and Liberia.

About Effective Collaborative Action

Effective Collaborative Action (ECA) is UNDP's flagship methodology that systematically approaches the development and strengthening of collaboration and food systems change.

Its four building blocks guide the process and can be used initially as a step-by-step approach. This enables practitioners to follow a practical roadmap, with specific tools and frameworks to facilitate the work in each one.

As both the collaboration and practitioners mature in leading a collaborative effort, the building blocks should be approached and used more as a cyclical process, less structured and more fluid, based on the needs that emerge within a given project or intervention.
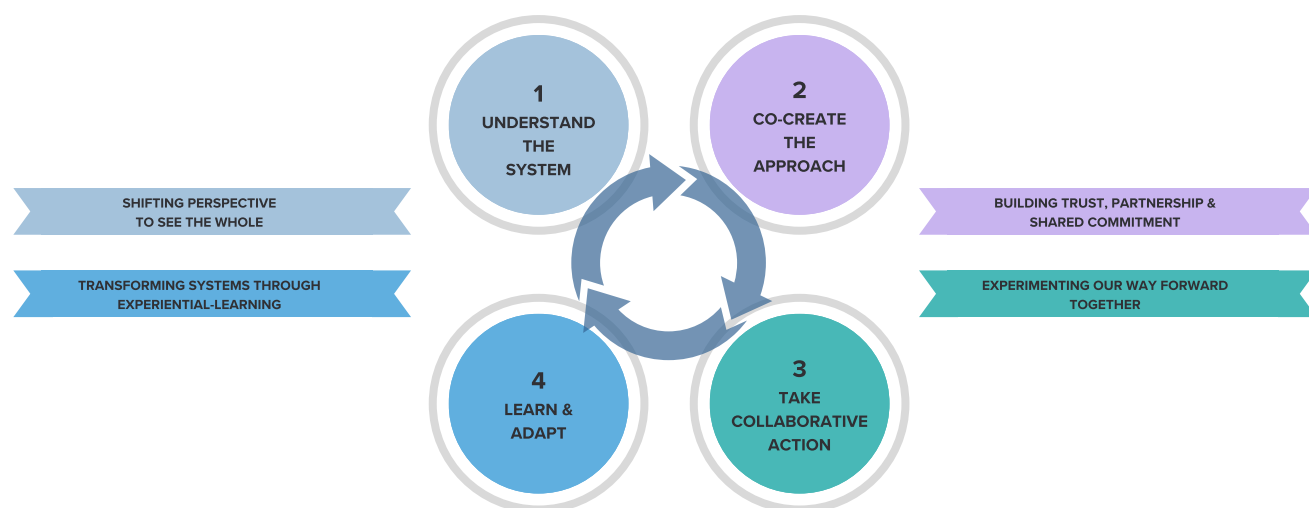
Each building block can be understood as follows:

Understand the System is about building awareness of the different "parts" involved in a particular project or intervention, gaining a deeper understanding of their connections and interactions, the current state of the system and what needs to change.

Co-Create the Approach involves bringing in practices and mechanisms to enable the collective design of visions, plans, and pathways for change, including key stakeholders' voices, views, and needs. It also involves identifying who needs to be involved, when, and how.

Take Collaborative Action highlights the importance of working together and driving collective action to bring change in the agriculture and land use systems we work with.

Learn and Adapt recognises the complexity of food systems and focuses on establishing regular ways of working to ensure we learn as we go, stay flexible, and adapt our course of action based on the feedback we receive from the system and stakeholders involved.

Our experience is that collaboration is often blocked by the visible factor of participants' lack of confidence in how to collaborate, and more so by the less visible —yet strong forces— related to human dynamics, values and mindset of the people involved, which shape how participants "show up" to the process and put into action the things they learn and agree in the "doing" through the four building blocks.

Effective Collaborative Action also addresses these soft, relational aspects such as power dynamics, conflict resolution, and building trust and a safe collective space, through what the methodology refers to as the "10 key principles of Effective Collaborative Action", interweaving them with the technical "doing", at every step of the process.

UNDERSTANDING THE SYSTEM

BUILDING A SAFE COLLECTIVE SPACE

BUILDING SYSTEMS LEADERSHIP CAPACITY

INSTITUTIONALISING THE NEW

INCLUSION & WORKING WITH POWER

10 Key Principles of Effective Collaborative Action

GENDER EQUALITY

WORKING THROUGH CONFLICT

COMMUNICATING EFFECTIVELY

COLLABORATIVE ACTIONS & INVESTMENT

PARTICIPATORY LEARNING

15 years of bringing deep collaboration to food and agricultural systems transformation

How Effective Collaborative Action is implemented on the ground

One of our key learnings throughout the 10 years of working with SECO to influence policy and action towards resilient, sustainable commodity production and trade through multi-stakeholder collaboration and systems change has been that *being* and *doing* collaboration is a broad, constantly evolving body of work, knowledge and practice.

Defining concrete, practical entry points to support countries and the development community in "making collaboration happen on the ground" has been one of our most essential efforts as our work evolved from the National Commodity Platform to the now SECO-funded guide to Effective Collaborative Action.

Effective Collaborative Action is now being deployed around the world through 3 main delivery areas:
- Capacity building
- Support to multi-stakeholder collaborative spaces
- Advisory on embedding collaboration and systems change in food systems project design and implementation

What this document is about

This document analyses the contribution of SECO and UNDP's joint efforts to develop and apply innovative collaboration and systems change approaches to agricultural commodity systems transformation, showcasing the evolution of this work in terms of **scaling *Outreach*, deepening *Content*** and **increasing *Impact*.** Moreover, it gathers **key lessons learned** and presents **ways forward** to continue strengthening the practice of Effective Collaborative Action's contribution on the ground.

This document also elaborates on the practical application of Effective Collaborative Action in specific countries and projects, zooming in on the observable impact that collaborative approaches have brought to particular regions and agricultural value chains.
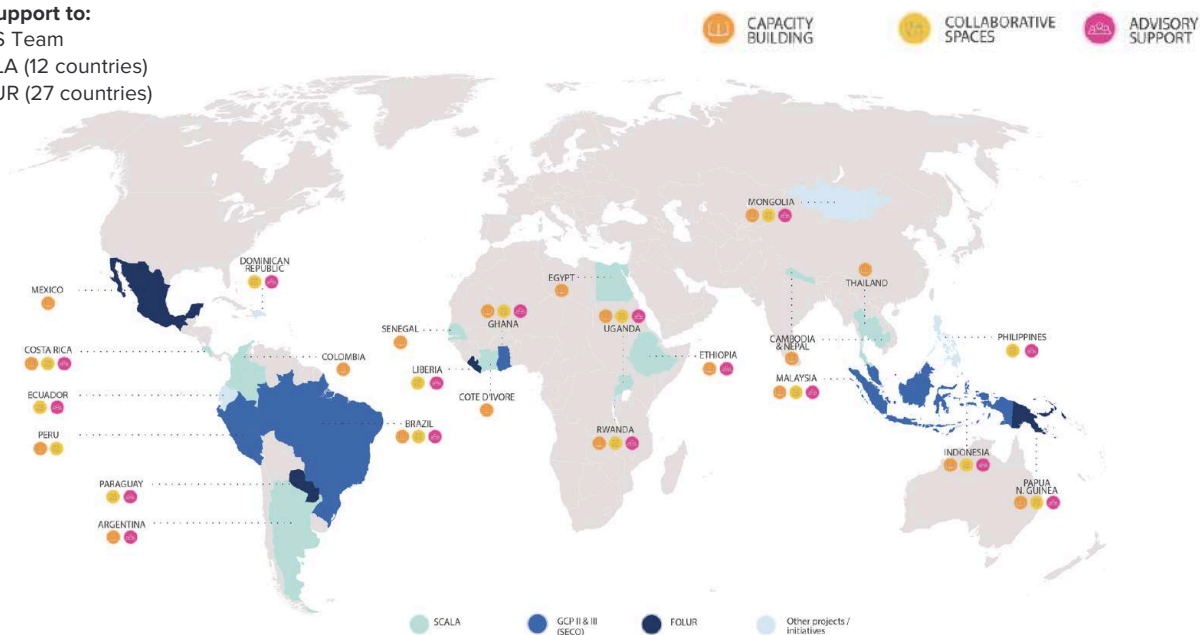
OUTREACH

Over the past 15 years, UNDP's work on Effective Collaborative Action has reached 44 countries and 8 global agricultural commodities. The map below showcases the type of service provided to each country per project / initiative.

Global support to:
- FACS Team
- SCALA (12 countries)
- FOLUR (27 countries)

UNDP's work on collaboration and systems change has seen significant growth in its outreach, mostly driven by a more diverse global offer that balances capacity building, with on-the-ground facilitation and advisory.

The implementation of collaboration and systems change approaches on the ground through the Green Commodities Programme and the development of the Guide to Effective Collaborative Action enabled the build-up of a robust foundation, leading to additional funding for ECA support and advisory work delivered to additional projects and countries. As a result of the expanded and strengthened outreach, Effective Collaborative Action is **increasingly being recognised by governments, the private sector, producers, and development practitioners as a practical approach to operative multi-stakeholder collaboration.**

Yet, the work under Effective Collaborative Action still requires high levels of hands-on support and expert guidance. Hence, efforts to build on-the-ground capacities, particularly in the design, facilitation, and institutionalisation of collaboration, should continue to be emphasized in terms of resource allocation and financing.

MORE DIVERSE CAPACITY BUILDING DELIVERY MECHANISMS	INCREASE IN ON-THE-GROUND, DEMAND DRIVEN SUPPORT	A STRONGER RECOGNITION THAT COLLABORATION IS AN ESSENTIAL COMPONENT OF FOOD SYSTEMS CHANGE
• Broader offer of capacity-building content and formats (face-to-face, virtual and hybrid) for project teams and national stakeholders. • More emphasis on group-based capacity building (regional cohorts, balancing the building of conceptual knowledge with direct application on the ground (ECA Collaboration Labs and project team regular working sessions).	• As project teams get trained on Effective Collaborative Action, the demand to support the capacity building of local change agents from national government, private sector, NGOs and farmers associations on collaborative leadership and systems change grows. • Innovative, on-the-ground, expert facilitation of collaborative spaces is highly valued, and its demand is growing significantly.	• The growing complexity and urgency to transform food systems is translating into a higher awareness that 'whole-of-government' and 'whole-of-society' approaches are a "must". • The renewed national commitments to climate change adaptation and mitigation, such as NDC 3.0, the national food systems pathways require higher interministerial coordination and policy coherence.

Effective Collaborative Action's outreach: Projects and initiatives

Effective Collaborative Action's outreach has been funnelled through a series of global projects and initiatives, representing a portfolio of 769 million USD, mainly:

- **The Food Systems, Land Use, and Restoration (FOLUR) Impact Programme** is led by the World Bank, for which the services offered by ECA focus on capacity building and South-South knowledge exchanges across 27 Country Projects (CPs) via a Global Platform.

- **The Sustainable Landscape Programme Indonesia (SLPI), a project led by UNDP and funded by SECO**, focuses on four different landscapes to aid collaborative and systemic 'ways of working'. ECA's services provide capacity building to landscape implementing partner agencies, building capacities of local stakeholders in effective collaboration, assessment of the current state of collaboration of multi-stakeholder forums, gender mainstreaming in the context of the jurisdictional approach certification for sustainable palm oil, and expanding the multi-stakeholder dialogue on deforestation.

- **Scaling Up Climate Ambition on Land Use and Agriculture (SCALA).** A UNDP-FAO co-led programme focused on supporting the build-up of adaptive capacity and reducing GHG emissions to meet targets set out in National Adaptation Plans (NAPs) and Nationally Determined Contributions (NDCs) as well as contribute to the Sustainable Development Goals (SDGs). ECA's support focuses on capacity building, guidance notes production on multistakeholder collaboration and private sector engagement and ad-hoc country advisory.

Additional countries/initiatives:

- The Mongolian Sustainable Cashmere Platform (MSCP) is a national multi-stakeholder collaborative space created and supported by UNDP since its inception in 2019. It is currently undergoing a revision of its scope and strategy, with Effective Collaborative Action as the guiding methodology for its redesign process.

- Fit for Fair – Rwanda. Support in establishing a multi-stakeholder dialogue space for Rwandan coffee sector actors to align and develop a roadmap for compliance with the EU Sustainability Due Diligence Regulations (EUDR, CSDDD, and LKSF).

Pipeline initiatives:

- **C3 Labs (Collaboration Labs for Complex Challenges),** led by the UNDP FACS team, and funded by GEF, aims to strengthen the implementation of collaborative and systemic approaches for the delivery of nature-based solutions to climate and biodiversity challenges and deliver other global environmental benefits.

- **Food and Power Initiative (FPI)** is a programme aimed at further deepening our understanding of how to shift power dynamics in food systems as a key lever of transformation.

- **The Blue Green Island Integrated Programme, led by the UNDP Inclusive Growth Team,** funded by GEF, starting in 2025 and involving 15 Small Island Developing States (SIDS) and **The Food System Integrated Programme,** led by FAO/IFA, funded by GEF, starting in 2025, involving 32 Country Projects. ECA will provide capacity building and advisory support on collaboration and systems change through the programmes' global platform and the FACS community.

The third phase of the UNDP collaboration with SECO on Transforming Commodity Systems through Effective Collaborative Action (GCP III). ECA services include capacity building to all five country teams, implementing partners and key stakeholders (Conservation International in Brazil, platform facilitators and members in two regions in Peru —Cajamarca and Cusco— Forestry Commission and key stakeholders from 6 Hotspot Intervention Areas (HIAs) in Ghana, the Jurisdictional Approach for Sustainable Palm Oil Secretariat (JASPO) in Malaysia, and local team in Indonesia).

EFFECTIVE COLLABORATIVE ACTION'S GROWING CAPACITY BUILDING OFFER

Discovery Sessions

Introduction to Effective Collaborative Action.

Co-Labs

Year / multi-year programs to support big projects / initiatives on capacity building and implementation of ECA to achieve project driven objectives.

Masterclasses

2x2-hour sessions zooming in on specific ECA principles and practices (e.g., Working with Power).

ECA Workouts

Ongoing bi/weekly sessions with country / landscape teams to work through the application of ECA tools and practices.

Deep Dives

4x2-hour sessions going deeper into the key ideas and practices of effective collaboration with space to apply to participants' work / case studies.

Coaching - Case clinics

Ad- hoc, short-term support attending a specific need.

The capacity building offer on Effective Collaborative Action is continuously progressing, both in content and format, enabling a larger capacity for effective and broader outreach.

From virtual two-hour introductory sessions on collaboration principles —"Discovery Sessions"— and one-off masterclasses focused on specific thematics, ECA's current capacity-building outreach expanded to more practice-based, action-learning formats such as the Deep Dives and Co-Labs. These cohort-based approaches emphasize the combination of conceptual learning with application to participants' projects and initiatives.
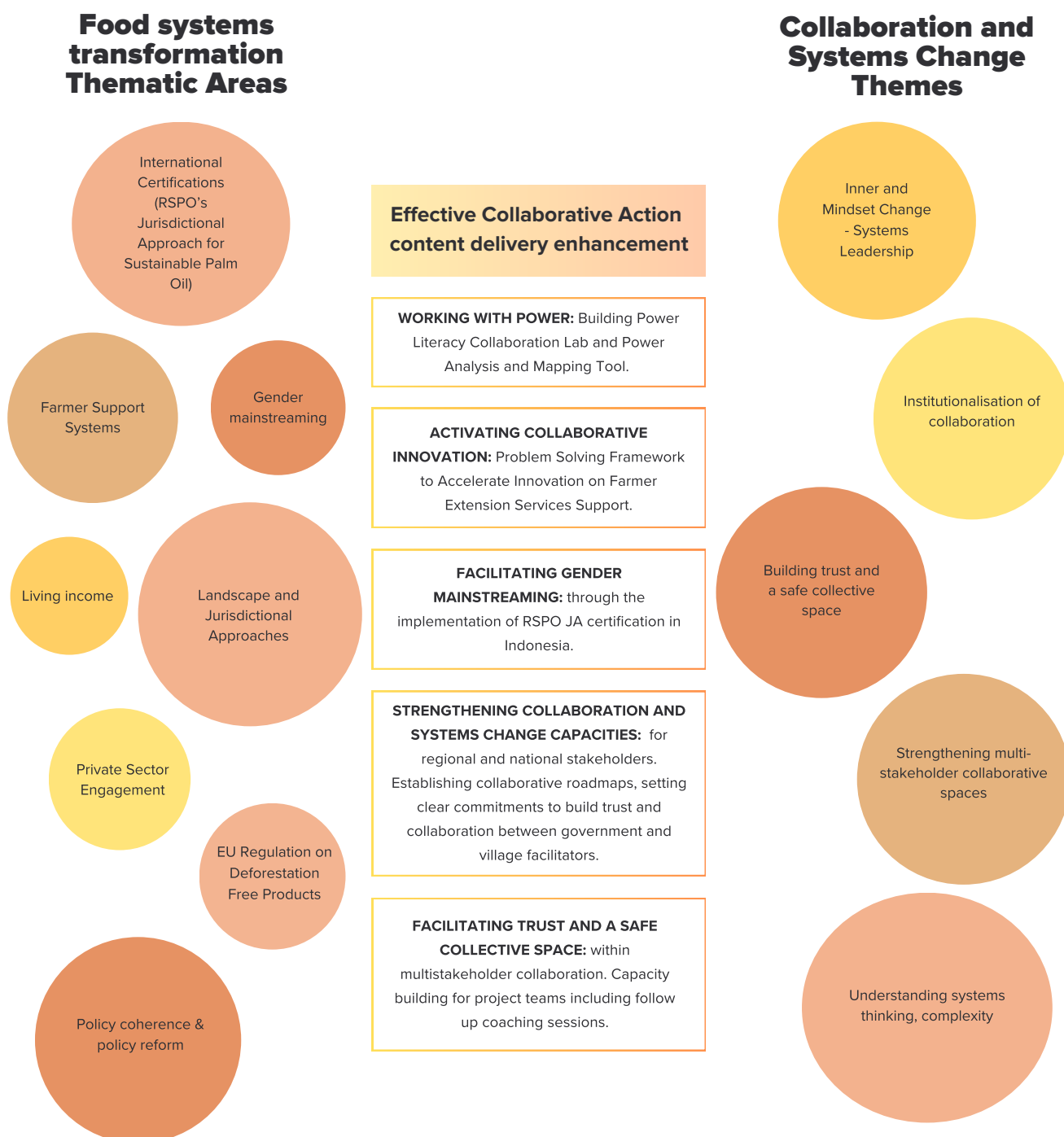
Throughout 2023, the Effective Collaborative Action Deep Dives and Labs were deployed for the FACS Community of Practice and the Sustainable Landscape Project Indonesia (SLPI). In 2024 and 2025, the Labs were taken further to 5 additional countries under GCP III and the introduction of the "ECA Workout" sessions, practice-based, individualised bi/weekly virtual calls with teams implementing projects on the ground, to support the direct application of ECA methodology and tools on the ground, aligned to project priorities.

CONTENT

Effective Collaborative Action has been increasingly evolving the content offered to project teams and practitioners, from capacity building on basic collaboration principles to deepening the concepts, frameworks and tools designed and developed responding to both cross-cutting themes such as inclusion and working with power, and specific food systems thematic areas, like the problem solving framework to accelerate innovation on farmer extension services.

This sophistication of content and applicability strengthens Effective Collaborative Action's contribution to food systems transformation, bringing the technical —"WHAT"— and the human dimension —"HOW"— closer together for more effective deployment of targeted, on-the-ground solutions.

Food systems transformation Thematic Areas

International Certifications (RSPO's Jurisdictional Approach for Sustainable Palm Oil)

Farmer Support Systems

Gender mainstreaming

Living income

Landscape and Jurisdictional Approaches

Private Sector Engagement

EU Regulation on Deforestation Free Products

Policy coherence & policy reform

Collaboration and Systems Change Themes

Inner and Mindset Change - Systems Leadership

Institutionalisation of collaboration

Building trust and a safe collective space

Strengthening multi-stakeholder collaborative spaces

Understanding systems thinking, complexity

Effective Collaborative Action content delivery enhancement

WORKING WITH POWER: Building Power Literacy Collaboration Lab and Power Analysis and Mapping Tool.

ACTIVATING COLLABORATIVE INNOVATION: Problem Solving Framework to Accelerate Innovation on Farmer Extension Services Support.

FACILITATING GENDER MAINSTREAMING: through the implementation of RSPO JA certification in Indonesia.

STRENGTHENING COLLABORATION AND SYSTEMS CHANGE CAPACITIES: for regional and national stakeholders. Establishing collaborative roadmaps, setting clear commitments to build trust and collaboration between government and village facilitators.

FACILITATING TRUST AND A SAFE COLLECTIVE SPACE: within multistakeholder collaboration. Capacity building for project teams including follow up coaching sessions.

Building power literacy and enhancing multi-stakeholder facilitation skills

The potential for technological, institutional, and policy-driven change towards more sustainable food and agricultural commodity systems is highly dependent on governance and creating inclusive, participatory processes to identify, adopt and implement priorities. Power asymmetries play a crucial role in determining who has access to resources, makes decisions and ultimately, benefits. Therefore, navigating and addressing power is essential to truly transform food systems.

In 2024, the UNDP FACS team, under the scope of Effective Collaborative Action methodology designed and deployed a "Working with Power" collaboration lab series, with the objectives of:

- Build power literacy within local project teams and key implementing partners
- Provide a step-by-step, systematic approach to identifying and understanding key power dynamics within a food and agricultural systems project
- Further support participants through coaching and mentoring in the development of individual and group capacities to manage and work through power imbalances that may interfere with the implementation of projects on the ground

Throughout 4 virtual, 2 hour plenary workshops and 6 working groups follow-up sessions, participants were able to learn about key power frameworks, perform a power analysis and mapping of key relationships between relevant stakeholders, identify power imbalances within the system they work on, pinpoint key power "hotspots" and develop strategies and actions to work on these to shift power dynamics. Additionally, these sessions brought **unique insights into the visible, invisible, hidden and systemic power dynamics within a specific value chain and/or geographical area**.

At the project implementation level, enhanced facilitation skills can be a powerful tool for empowering individuals to address power dynamics on a daily basis. Hence, as a continuation of the Working With Power collaboration lab series, an "Enhancing Multi-stakeholder Facilitation Skills" collaboration lab was fully deployed in 2025 across the projects and initiatives being supported by Effective Collaborative Action.

Enhancing Effective Collaborative Action's knowledge products and content remains a priority for the years to come, given its positive effect in equipping project teams and practitioners working on the ground, through practical tools and guided processes, to navigate through some of the major roadblocks present in the design and implementation of technical solutions towards food systems transformation.
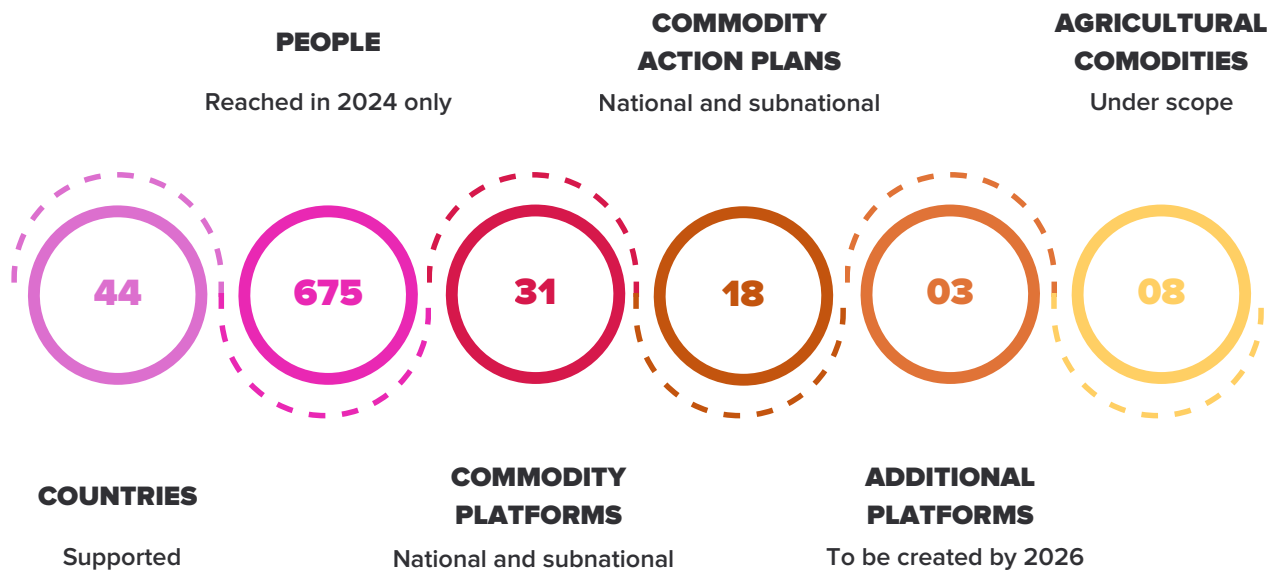
For 2026, additional content areas have been identified for further development based on project teams' and key stakeholders' needs:

- Developing a collaborative, systems-based approach to food policy analysis (policy coherence)
- Strengthening government engagement in multi-stakeholder collaboration
- Institutionalisation of collaborative spaces
- Gender mainstreaming

IMPACT

Our work on collaboration over the past 15 years has supported the creation of 16 National and 15 Subnational Commodity Platforms; 10 National Action Plans, of which 4 have been legalised and 8 Subnational Action Plans of which 4 are legalised, across 8 global agricultural commodities: palm oil, pineapple, cocoa, coffee, soy, beef, cashmere and fisheries.

PEOPLE

Reached in 2024 only

COMMODITY ACTION PLANS

National and subnational

AGRICULTURAL COMODITIES

Under scope

| 44 | 675 | 31 | 18 | 03 | 08 |

COUNTRIES

Supported

COMMODITY PLATFORMS

National and subnational

ADDITIONAL PLATFORMS

To be created by 2026

Our work on collaboration and systems change through the National Commodity Platform and now Effective Collaborative Action methodologies **has successfully contributed to the institutionalisation of collaboration and collective visions for sustainable commodity production** through the development of national and subnational platforms and action plans that serve as a guiding north star to drive food systems transformation. The institutionalisation of collaboration through these visible and oftentimes legal mechanisms is quantifiable and therefore, easier to measure.

Yet the impact of effective collaborative action in food systems transformation is much broader and deeper: it is not a linear process that, leads to a certain, expected outcome when followed. When facilitating and implementing Effective Collaborative Action on the ground, we meet with real people —large producers and smallholder farmers, extension workers, NGO and other development agencies colleagues, people working for private sector companies, public officials, technical advisors, and financing experts. In the moment-to-moment, as collaboration —or the lack of it— unfolds, multiple, unique dynamics take place that respond to each actor's particular context and of the collective setting as a whole.

UNDP FACS team's strategy and theory of change on food and agricultural systems transformation speaks to the power of "changing systems through collaborative action" and "Scaling Deep" —a form of systems change that emphasises the power of relationships, building connections, prioritises inner work and healing as integral components of scaling systems change in development work through acting on the enabling environment— that is, working on the very foundational basis that create the right conditions for:

- sustainable and resilient production practices
- inclusive governance mechanisms that address gender and other minorities' equitable participation
- policy, legislative and regulatory reform for sustainable food and agricultural commodity systems
- equitable, sustainable and resilient smallholders' livelihoods
- long-lasting, intra and inter-stakeholder groups' partnerships and coalitions involving government, private sector and other NGOs
- individual and collective agency / advocacy to transform food and agricultural systems through capacity building and systems leadership development
- resilient sustainable development practitioners through the active development of inner capacities and a supporting community of practice

We know that collaboration and systems change are key enablers of food systems transformation, and we see the positive impact on the ground. As advisors and facilitators, Effective Collaborative Action equips us with the guiding principles and ongoing training on what to pay attention to, what kind of structures, collaborative spaces, facilitation techniques and tools we can help create and use to support key actors in their path towards building their own trust and collaborative engagement with one another. **Yet, measuring the impact of these many times "invisible" but critical ingredients for deep collaboration to take place remains a challenge.**

In this section, we summarise the key contributions that Effective Collaborative Action has brought to the sustainable development of four agricultural value chains in three countries where the UNDP FACS has built long-lasting partnerships with the country teams and key national stakeholders: Peru, Indonesia and Malaysia. We also showcase the newly developed Monitoring, Evaluation and Learning (MEL) Framework for Effective Collaborative Action as we lead the way towards strengthening how the impact of collaboration, systems leadership and systems change is captured and measured in sustainable development initiatives in a more robust, methodic way.

Photo: UNDP Rwanda

Key initiatives and the impact on Effective Collaborative Acion's support

Generating consensus on High Conservation Value (HCV) forest

When UNDP helped set up Indonesia's multi-stakeholder platform for sustainable palm oil (FoKSBI in Bahasa) the notion of 'deforestation' was still highly controversial.

However, through the first participatory process, stakeholders came to a shared understanding of the importance of conserving HCV forests on palm oil production landscapes, including within concessions.

The dialogue, which was supported by UNDP and SECO, led to a significant policy change that allowed HCV forest conservation within concessions and the wider recognition that conservation and sustainable palm oil can co-exist.

Furthermore, ECA is also supporting the HCV forest conservation in 4 landscapes through the SECO-funded SLPI project, strengthening knowledge sharing on HCV across implementing partners within this initiative.

(Indonesia)

Strengthened governance and a systems-based approach to national action planning

The key components of the NAP SPO include (A) Data Strengthening and Coordination, (B) Capacity Building for Smallholders, (C) Environmental Management, (D) Governance and Dispute Resolution, and (E) ISPO Certification and Market Access.

This more holistic, systems-based approach aims to ensure Indonesia's palm oil industry becomes more sustainable, benefiting the environment and local communities.

Through continuous support to strengthen participatory and inclusive governance, the Indonesian Sustainable Palm Oil Platform (FoKSBI) evolved into a governance mechanism known as the NAP National Implementation Team (NIT), which is responsible for overseeing the execution of the NAP SPO and regional action plans.

The NIT intends to accelerate the implementation of the NAP SPO and sub/national coordination, with the mandate to coordinate and monitor the implementation of the Action Plan among the 14 participating national Ministries, agencies and various stakeholders, including the private sector, NGOs, smallholders and larger producers.

(Indonesia)

Integration of national and subnational levels

The NAP SPO —developed through a participative, inclusive process leveraging on ECA tools— established provincial and district-level multi-stakeholder forums and action plans-.

Integrating the national level with provincial and district level solutions, government-led multi-stakeholder action plans and Implementation Teams are also being established at the provincial and district levels.

UNDP has supported the formulation / implementation of sub-national action plans in 4 provinces (Jambi, North Sumatera, Riau and West Kalimantan) and 4 districts (Tebo, Pelalawan, South Tapanuli and Sintang).

Currently, 14 out of 30 provinces (covering over 90% of palm oil area) now have functioning action plans, allowing decentralised sustainability action and investment

(Indonesia)

Public and private sector policy alignment

A recent survey of palm oil companies in Indonesia showed a high degree of alignment with the National Action Plan for Sustainable Palm Oil.

Companies participated in the formulation of the NAP, thereby ensuring that Indonesia's palm oil policies and action framework aligned with the needs of farmers and actors in the supply chain.

Companies actively support compliance with government regulation through their support of Indonesia Sustainable Palm Oil (ISPO) certification —an example of 'participatory governance'.

(Indonesia)

THE IMPACT OF EFFECTIVE COLLABORATIVE ACTION ON FOOD AND AGRICULTURAL SYSTEMS TRANSFORMATION

Participatory redesign of a national multi-stakeholder platform: from single to multi-sectorial collaboration

ECA tools and methods have supported participatory, inclusive bilateral and group dialogues for reformulating the national Mongolian Sustainable Cashmere Platform (MSCP), working through conflict across different stakeholders and fostering private sector participation.

The ECA approach, brought to the country through a partnership with the local UNDP Country Office, encouraged the proposed change in the scope of the local multi-stakeholder platform from single value chain – cashmere— to multiple, interrelated sectors —cashmere, wool and leather— leveraging on the national government-led White Gold Initiative.

This approach was positively received by the government, leading to further engagement and resource mobilisation.

(Mongolia)

Enhanced policy coherence

Through the use of ECA tools and principles, ten of the main coffee regions managed to draft their own Regional Coffee Agendas following the National Action Plan for Coffee in Peru, leveraging on participatory processes and with an intentional effort to connect national and subnational policy.

For 2024-2026, the focus is placed on institutionalising the regional action plans in Cusco and Cajamarca regions through the GCP III project funded by SECO.

(Peru)

Increased leadership and collaboration capacities

Face-to-face capacity building based on effective collaborative action led to the effective reactivation of the regional "mesa técnica" in Cusco.

The process also supported a participatory assessment of the current state of collaboration within the regional platform using the latest Signals of Change tool developed by UNDP under GCP III and SLPI programmes. The capacity building and use of Signals of Change also helped establish collective priorities to enhance the sustainable development of both regional value chains.

(Peru)

Shaping subnational public policies and investment programmes

ECA's facilitation of Cajamarca's Coffee Platform in Peru involved facilitating a dialogue between the regional government team on the design of a 30M USD investment program for the coffee sector and representatives from private sector, academia and producers represented on the platform.

The draft program would support the expansion of the coffee-producing area, leading to an estimated 7000 hectares of new deforestation. After guidance from the Platform stakeholders and UNDP advisers, the proposal is being reassessed to focus on existing production areas and avoid the risk of new deforestation. ECA tools were used to facilitate a more inclusive, participatory design process for this public investment project, contributing to the direction of public financing towards the sustainable development of the coffee value chain in the region.

(Peru)

Key initiatives and the impact of ECA's support

Collaboration from the ground up: Indonesia's palm oil sector

UNDP launched the global Green Commodities Programme in 2010 to recognise agricultural commodities' influence on economic, social and environmental sustainability. To promote sustainable palm oil production in Indonesia —the world's largest producer of this commodity— the Indonesian Ministry of Agriculture, UNDP, and several multinational companies launched the Sustainable Palm Oil Initiative (SPOI) in 2012, aiming to improve the capacity of palm oil smallholders and protect natural resources.

The SPOI started to address key issues in Indonesia's palm oil. This was the first broad alliance that included the private sector and non-government partners. In 2016, the initiative launched the Indonesia Sustainable Palm Oil Platform (Bahasa Indonesian acronym: FoKSBI), providing a neutral space for stakeholders —smallholders, traders, buyers, government, civil society, and marginalised groups (such as women and indigenous communities)— to come together, build trust, and address essential challenges in the development of sustainable palm oil in the country. This multi-stakeholder collaboration led to the development of the National Action Plan for Sustainable Palm Oil (NAP SPO), legalised through the Presidential Instruction in late 2019 to prioritise and coordinate activities aimed to improve the sector's governance, environmental management and smallholder conditions.

Indonesia has reduced its deforestation rate in primary forests by 65 percent in the last decade. The NAP SPO contributed to the sector's transformation, particularly by helping prevent encroachment from smallholder farmers.

The Effective Collaborative Action methodology guided the participatory process, which led to improved dialogue, confirmed trust, strengthened relationships and new collaborations among public and private palm oil sector stakeholders. It also strengthened the ability to address power dynamics and adapt to changing and complex realities.

The multi-stakeholder dialogue was a new approach in the country, opening room for discussion on sensitive topics around development priorities, environmental conservation and climate change. Now, the NAP SPO Implementation Team and its Secretariat represent governance mechanisms that help coordinate action between the many involved Ministries and non-state actors, help secure budget allocation for NAP SPO activities, and support open multi-stakeholder dialogue around policy improvements for sustainable palm oil, which remains one of the key governmental priorities.

❝

The Forum was set up with the support of UNDP to bring all the stakeholders together around a common plan of action, using UNDP's very effective platform methodology. We chose to work with UNDP because they are a trusted neutral partner, in fact it's difficult to imagine working with anyone else in this way. It's also been a very fruitful relationship with funders such as the GEF and SECO, because all this work is resource-intensive.

—Dr. Musdhalifah Machmud
Former Deputy Minister for Food and Agribusiness, Coordinating Ministry for Economic Affairs, Republic of Indonesia

Subnational and National integration: Coffee and Cocoa in Peru

In partnership with SECO, UNDP launched efforts to support sustainable growth in Peru's coffee and cocoa sectors through effective collaborative action. Beginning in 2016, the Green Commodities Programme (GCP), in close collaboration with the GEF-funded Sustainable Productive Landscapes in the Peruvian Amazon project, worked to create multi-stakeholder platforms that facilitate dialogue, improve governance, and develop National Action Plans (NAPs) for both sectors.

Building on the coffee sector's progress, the National Development Plan for the Cocoa and Chocolate Value Chains was created through a Multi-sector Working Group, formally established in 2020. Both NAPs serve as official policy frameworks guiding sustainable sector growth and are recognised by the Peruvian government. At the subnational level, regional governments and stakeholders have used the plans to guide their planning. Through participatory processes, UNDP supported ten of Peru's main coffee regions in drafting Regional Coffee Agendas. For more details, please refer to the 2023 Peru Impact Brief.

Moving forward with the Effective Collaborative Action support under GCP III, funded by SECO, during 2024-2026 the focus is on continuing to strengthen the regional platforms and formalising the development of regional action plans for coffee and cocoa in Cusco and coffee in Cajamarca.

MONGOLIA: Supporting the revitalisation of the Mongolian Sustainable Cashmere Platform through Effective Collaborative Action

The Mongolia Sustainable Cashmere Platform (MSCP) was established in 2020 as a result of a co-creative process involving key national stakeholders. The purpose of this multi-stakeholder, collaborative space is to ensure a strong and coherent legal and institutional framework for the sustainability of cashmere production in Mongolia and establish partnerships and coordinated investments and actions that accelerate current efforts to advance the sustainability of production and processing in Mongolia, which will enable it to be a global leader for sustainable cashmere production.

Effective Collaborative Action was used to support the redesign and revitalisation of the MSCP through participatory dialogues and inclusive consultations, bringing a strong emphasis to promote sustainability, enhance communication, and ensure the true representation of all stakeholders, including herders. Taking a systems-based approach, ECA facilitated a new design of the platform and governance structure, expanding the scope of the platform to additional commodities besides cashmere —wool and leather— in line with a newly launched national programme on sustainable development of these three value-chains —White Gold Initiative—.

This proposal was positively received by the national government and is potentially leading to increased engagement and resource mobilisation for the White Gold Initiative and the multi-stakeholder platform.

Improving the way we measure the impact of Effective Collaborative Action

Effective Collaborative Action is strengthening the monitoring, evaluation and learning (MEL) of collaboration and systems change within the transformation of food and agricultural systems. In 2023-2024, we conducted an extensive study and consultative exercise with the University of Michigan, examining the correlation between collaborative interventions and systems change in selected multi-stakeholder platforms where UNDP has been providing ECA support, with a strong focus on GCP countries.

Leveraging on the outcomes of this study, action was taken to:

- Improve how Effective Collaborative Action's contribution to projects and initiatives is identified, understood, documented and measured (ECA MEL Framework).
- Design and pilot a systems-based diagnostic tool to self-assess the current state of collaboration in a given multi-stakeholder space, identify strengths, key barriers and opportunities for improvement, and monitor the progress of these actions over time (Signals of Change assessment).

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Photo: UNDP Peru

Both the ECA MEL Framework and the Signals of Change Assessment are being piloted and applied to SECO-funded GCP countries and SLPI landscape teams.

The Effective Collaborative Action Monitoring, Evaluation and Learning (MEL) Framework articulates ECA's impact in terms of its contribution to food and agricultural systems transformation through a set of activities, outputs and outcomes for each of the three main delivery areas (capacity building, support to multi-stakeholder collaborative spaces, advisory on embedding collaboration and systems change in food systems project design and implementation).

It is our aspiration that Effective Collaborative Action - thanks to SECO-supported initiatives - can develop pioneering mechanisms to measure collaboration and systems change more effectively and robustly, given the absence of such monitoring tools within and beyond food and agricultural systems.

	ACTIVITIES	OUTPUTS	OUTCOMES
CAPACITY BUILDING	Discovery Sessions Co Labs and ECA Workouts ECA Deep Dives	CO teams, local partners and practitioners skilled on effective collaboration	Practitioners **apply ECA tools** to influence policies and actions Improved **leadership & trust** that increases influence and action to transform FACS policies and practices
SUPPORT TO MULTI-STAKEHOLDER COLLABORATIVE SPACES	Assessment of the current state of multi-stakeholder collaboration (SoC+) Roadmap to set up/strengthen multi-stakeholder spaces Design and facilitation of collaborative sessions	Multi-stakeholder spaces advised Stakeholders from MSC spaces skilled on effective collaboration	Formal / informal **multi-stakeholder spaces are set up / strengthened** **Multi-stakeholder spaces lead / increase policy reform**
ADVISORY ON EMBEDDING COLLABORATION AND SYSTEMS CHANGE IN FOOD SYSTEMS PROJECT DESIGN AND IMPLEMENTATION	Integrating collaboration and systems change for the implementation of technical solutions in project design and execution (e.g. CALI)	Existing and pipeline Projects advised on embedding ECA	Multi-stakeholder collaboration and systems change is **embedded in sustainability and development projects** **Increased adoption of technical solutions**

Another innovative tool in the field of MEL on collaboration and systems change is the Signals of Change (SoC) assessment, which is a systems-based, participatory, self-diagnostic process that helps stakeholders articulate a collective, shared understanding of their current level of collaboration in a given initiative, project, or geography through the harvesting of qualitative and quantitative data. The self-assessment is conducted with representatives of the different stakeholder groups involved via online surveys, an interactive multi-stakeholder workshop and targeted interviews.

The Signals of Change assessment is organized around 5 key dimensions of effective collaborative spaces and 10 key principles of effective collaborative action. For each dimension and key principle, limiting conditions — what gets in the way of good collaboration— and early signals of change —where good collaboration is already happening— have been identified and used as the basis for a collective assessment, with the participation of key stakeholder groups involved in the collaborative process.
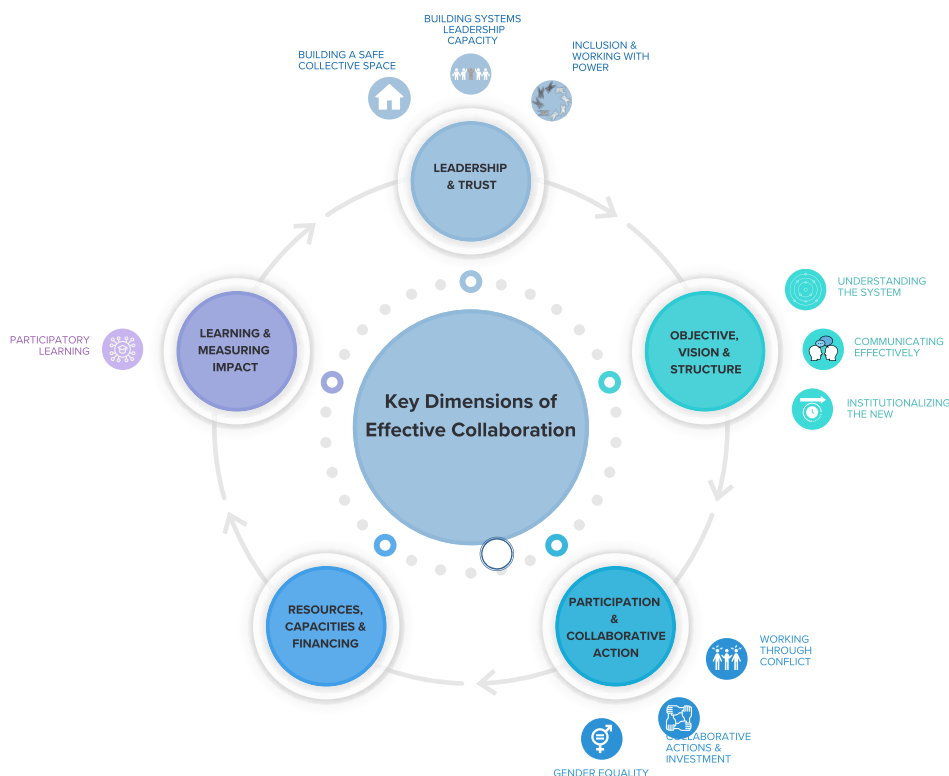
Examples of Signals of Change Implementation

The Signals of Change assessment is currently being implemented in 15 multi-stakeholder platforms across the 5 countries under the GCP III programme, and 4 landscapes under SLPI —both SECO-funded.

What we have learnt so far is that the power of the tool and the process resides in:

- Its potential to establish a systematic, collective process for articulating a shared understanding of the state of the "invisible" aspects of food systems transformation within a multistakeholder collaborative space, pertaining to human behaviour, such as leadership capacities, trust building, the building of a safe collective space, stakeholders' experience of inclusivity.

- Its participatory nature, as it invites all stakeholder groups to share their views through an online, anonymous process, creating the safety needed for power dynamics and conflict to become visible and workable.

- As a capacity-building tool: participants have reported how, by being part of the assessment process, they were able to strengthen their awareness and understanding of the key elements that are needed for good collaboration to take place, which they might not have thought of before.

Experience has shown that the Signals of Change tool is not a rigid "one-size-fits-all" scheme, but must be adapted to the context of the platform. It is essential to have good, neutral facilitation to conduct the results workshop, so that all voices are heard. Finally, Signals of Change adds value if it is quickly translated into concrete actions. it is necessary to reach the post-evaluation improvement plan phase, accompanying the multistakeholder platform in the design of responses to what has been identified.

Below is a brief illustration of the Signals of Change Assessment applied in Perú. The example zooms in on the specific results for all dimensions, and how the process contributed to streghtening the institutionalization of collaboration in both platforms.

Signals of Change Case Study: Peru

Through the SECO-funded Green Commodities Programme (GCP) Phase III, the Signals of Change assessment was implemented in two existing multistakeholder platforms in Peru—the Cajamarca Coffee Platform (PMACC) and the Cusco Coffee and Cocoa Technical Roundtable (MTCCRC)—to strengthen their collaborative governance and effectiveness.

The assessment was facilitated by the UNDP team through an interactive, participatory workshop in each one of the regions. In Cajamarca, the main findings were that trust among stakeholders was moderate and internal governance mechanisms needed clearer roles, stronger communication, and more transparent decision-making. **As a result, the platform established working groups, improved coordination and documentation of actions, and launched a joint project portfolio for 2025–2026 to advance sustainable coffee production.**

In Cusco, **the process helped reactivate and formalize the regional platform,** leading to the creation of new governance structures, a dedicated coordination committee, and stronger alignment with the regional government's coffee and cocoa development plans. These steps revitalized stakeholder participation, improved coordination between public and private actors, and fostered a shared commitment to sustainable, deforestation-free production.

The initiative enhanced leadership, trust, and ownership among platform members, translating collaborative insights into tangible actions. Both platforms are now better equipped to coordinate investments, guide public–private dialogue, and sustain long-term transformation of Peru's coffee and cocoa value chains—demonstrating how strengthened collaboration can accelerate systemic change and sustainable trade.

Example of results of Signals of Change exercise for Cajamarca

Dimension	Identified Strengths	Areas for improvement and recommendations
Leadership and Trust	Moderate baseline of trust among actors, built on existing working relationships. Commitment of key public and private sector leaders, forming an active core group.	Institutionalise mechanisms to strengthen trust (e.g. internal transparency and ethics policies). Broaden participation to include local municipalities, small producer associations, and private sector exporters and financiers
Shared Vision and Structure	Shared vision aligned with the National Coffee Action Plan; all actors recognise the importance of sustainability. Existing governance structure (Steering Committee) and regional ordinance provide legitimacy.	Establish a renewed governance model aligned with the platform's recent recognition as a regional entity. Clarify short- and medium-term strategic objectives (currently lacking specific, measurable targets). Update and disseminate internal regulations; formalise member roles and meeting schedules to ensure predictability.
Participation and Collaborative Action	The PMACC is recognised as a coordination hub where actors discuss problems and propose sectoral solutions. Members display willingness to collaborate, and multiple joint initiatives are underway.	Maintain meeting minutes and develop an agreement-tracking system. Strengthen communication on progress and results to enhance collective learning and visibility. Reinforce institutional capacities among key members (e.g. cooperatives, technical networks) to drive productivity and quality improvements at farm level.
Learning and Impact Measurement	Solid base of technical knowledge: several members possess extensive practical experience in sustainable coffee cultivation. Openness to innovation through pilot initiatives (e.g. digital tools for soil and pest management).	Systematise knowledge exchange: implement a calendar of training sessions and field visits among members to share expertise. Promote generational renewal by training young leaders to strengthen governance continuity. Introduce indicators to monitor the platform's progress in collaborative health and sustainability.
Resources, Capacity and Financing	Technical support from NGOs and cooperation agencies (UNDP, Rikolto, etc.) providing methodological and technical assistance. Skilled human capital among members, including cooperative leaders and agronomic specialists.	Establish a formal pathway for mobilising resources for priority collaborative actions. Secure long-term financial sustainability by incorporating platform priorities into public budgets and private co-financing mechanisms. Strengthen member capacities in the use of digital tools and ensure representative alternates to maintain institutional continuity.

LESSONS
LEARNT

As part of our commitment to continuously 'learn and adapt', **our work on collaboration and systems change demands that we regularly take a step back and jointly reflect on what has been done, how our efforts are contributing to the change we want to see in the world** and learn from all of our experiences, those which have brought desired outcomes and those which did not.

Under Effective Collaborative Action, UNDP conducts regular reflective sessions —ECA 'Balcony Views'— for each project where ECA is being implemented,

The 'Balcony Views' are facilitated group sessions where we invite project teams and implementing partners to jointly pause and reflect on where we are, what we have achieved, what we can celebrate today and what needs to change moving forward, to **enhance the effectiveness of our work, as well as our own personal and collective development along the way.**

Below, we have compiled a number of key lessons learned collected. For each, we have also identified what we need to STOP, START, CONTINUE doing in 2025, as a means of taking action to adapt our ways of working and continue improving the effectiveness and impact of our work.

For 2026 and beyond, Effective Collaborative Action is looking at "Horizon 3" ideas to introduce new innovative capabilities, practices and solutions to transform food and agricultural systems through collaboration and systems change.

Lessons Learnt

Collaboration is a relational practice

Collaboration that brings effective impact on the ground takes time and requires sustained, regular personal exchange, either virtually or face to face.

Practitioners have reported high value to the time and space held for sharing experiences and lessons learnt. Emphasis has been placed on the significantly higher impact of face-to-face over virtual spaces, with increased levels of "Zoom fatigue" and an overall decrease in the number and consistency of participation over virtual events.
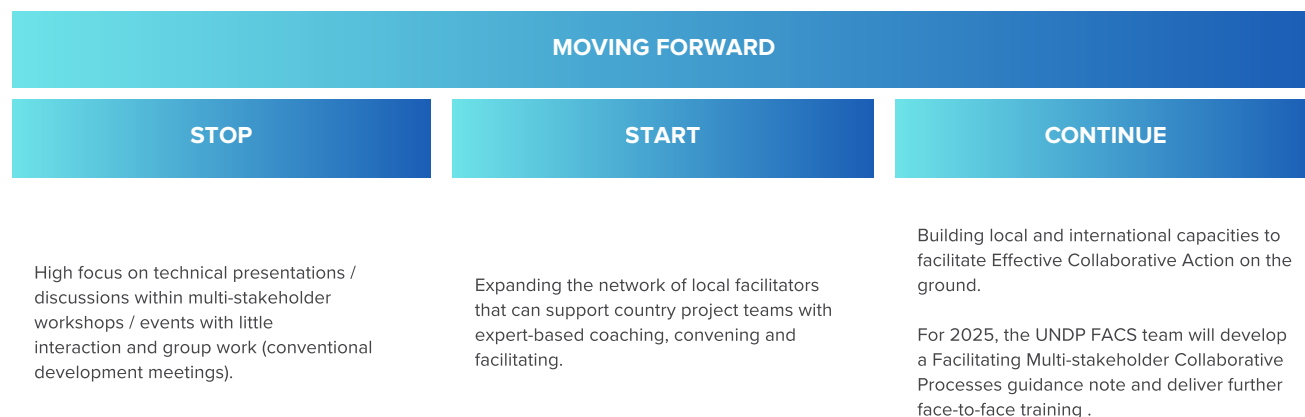
The interactions need to bring incremental closeness between parties beyond the transactional work. Incorporating practices such as check-in, storytelling, deep listening, co-creating agendas, and working together (in the same physical/virtual space) showed to be effective in building the personal closeness that is needed to take the work to another level.

MOVING FORWARD		
STOP	**START**	**CONTINUE**
'One-off' leadership and trust-building interventions. Rather, embed leadership capacity and trust building within regular project work and technical interventions through micro-learning and micro-practices.	Develop guidance notes and knowledge products specific to developing leadership capacities and trust building.	Strengthening how we position and measure impact of leadership capacities and trust in food systems transformation. UNDP's Signals of Change+ and Effective Collaborative Action MEL frameworks are being piloted and further developed in 2025.

The role of the facilitator is key

Multi-stakeholder collaboration requires the sustained engagement of one or several facilitators who can act as conveners and holders of the collaborative space: call actors in, model collaborative behaviour, support the balancing of power dynamics and encourage reflection and learning. Enhancing the facilitation capacities of local teams and key stakeholders is crucial. Yet, the support of an external facilitator may also be required in addition to the extended capacities of the local teams.

Malaysia, Peru (GCP III) and Indonesia (FOLUR) are examples of cases in which the involvement of an external facilitator to support the multi-stakeholder engagement and convening is proving promising in providing a steady advancement of the local collaboration and capacity building of key stakeholders.

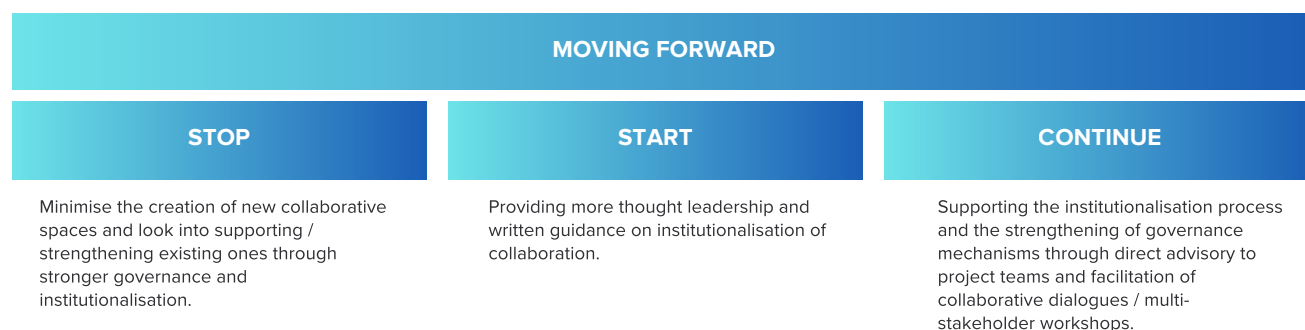| MOVING FORWARD		
STOP	**START**	**CONTINUE**
High focus on technical presentations / discussions within multi-stakeholder workshops / events with little interaction and group work (conventional development meetings).	Expanding the network of local facilitators that can support country project teams with expert-based coaching, convening and facilitating.	Building local and international capacities to facilitate Effective Collaborative Action on the ground. For 2025, the UNDP FACS team will develop a Facilitating Multi-stakeholder Collaborative Processes guidance note and deliver further face-to-face training .

Aim for the institutionalisation of collaboration

Formalising multi-stakeholder collaboration is key to its long-term sustainability. Once institutionalised, a multi-stakeholder collaborative space becomes significantly more legitimate. Aiming for formal recognition of an MSF as a credible, valid space for convening, consulting and decision-making in a participatory, inclusive way enables a more direct influence on policy and action.

Institutionalisation also demands some level of structure, including roles and responsibilities granted to members, a leadership and decision-making mechanism, regular members convening, etc. Thus, establishing a clear governance is key for sustaining collaboration over time.

The multi-stakeholder platform being developed in Ghana under the SECO-funded GCP III project has been carefully examining its governance structure from its inception. The project team has proposed a structure based on several consultations done with multiple stakeholders and is in the process of validating this governance structure with some of the key future platform members.

MOVING FORWARD		
STOP	**START**	**CONTINUE**
Minimise the creation of new collaborative spaces and look into supporting / strengthening existing ones through stronger governance and institutionalisation.	Providing more thought leadership and written guidance on institutionalisation of collaboration.	Supporting the institutionalisation process and the strengthening of governance mechanisms through direct advisory to project teams and facilitation of collaborative dialogues / multi-stakeholder workshops.

Conclusion

For more than a decade, UNDP has continued to develop its methodologies and tools to help stakeholders form shared visions for transforming their commodity sectors and landscapes and to organize effective joint responses to achieve them. From the earlier National Commodity Platform methodology developed in the first project collaboration with SECO, the approach has continued to evolve based on insights and lessons generated from multiple interventions worldwide. The current version —Effective Collaborative Action— has been a developing, evolving practice and will continue to mature as more practitioners and national stakeholders embark on the process of learning and applying its tools, frameworks and principles.

What remains certain is that **collaboration is the way forward to achieve food and agricultural commodity systems transformation and that Effective Collaborative Action has proven to be a solid contributor** through:

- **Increasing the abilities and capacities** of national government representatives, members of the private sector, development practitioners, and large and small producers **to activate such collaboration on the ground by fostering trust, building meaningful relationships and convening safe collective spaces.**

- **Supporting the design, development and strengthening of multi-stakeholder collaborative spaces** across agricultural value chains and regions, **fostering open dialogue, participation, balancing power dynamics and working through conflict.**

- Bringing **a systems-based approach, working at the intersection of the technical solutions —the "WHAT"— and the relational aspect of change —"the HOW".**

As a result, SECO's long-lasting partnership with UNDP through the Green Commodities Programme positively contributes to the sustainable development of key global agricultural commodities such as palm oil, coffee, cocoa, livestock and soy. Sustained work and commitment to bring in participatory, inclusive approaches and a 'systems' perspective to multi-stakeholder collaboration on the ground is enabling trust and relationship building that leads to:

1. Agricultural and trade policy reform
2. Enhanced policy coherence
3. Strengthened governance mechanisms
4. Integration of national and subnational levels
5. Fostering multi-sectorial collaborations and jurisdictional approaches
6. Private sector engagement and strengthened private-public partnerships
7. Redirecting public and private investment towards sustainable agriculture
8. Increased leadership and collaboration capacities on the ground

More importantly, thanks to the achievements and lessons learnt under the Green Commodities Programme, Effective Collaborative Action is now applied in several projects around the world, with funding from large donors such as the Global Environment Facility and the Green Climate Fund. Major programs, such as the World Bank-led FOLUR, now incorporate ECA methodologies in its global support platforms and practitioners' communities. SECO's support for the continued development of collaboration and systems change methods and tools has been fundamental for this mainstreaming process.

The experiences and evidence gathered have shown us that Effective Collaborative Action approaches —from micro practices such as group circle check-ins, paired walks, and fish bowl discussions, to macro interventions such as the participatory design and execution of national and regional action plans in Indonesia and Peru— work on the ground, yet not without challenges.

For effective collaboration to have an impact at the 'system' level, we can ascertain that it is necessary to:

- **Invest time and resources in the continuous development and strengthening of the collaboration**, particularly under a context of high rotation of key stakeholders, mainly within the public sector.
- **Involve those with the power to make decisions** and influence the system at different levels.
- **Build stronger and deeper capacities of all key stakeholders** to design, drive and enable multi-stakeholder collaboration on the ground and to sustain it over time, as collaborative efforts can quickly lose momentum if not.
- **Consider the context and culture-driven nature of collaboration**, which demands that solid local capacity to facilitate collaboration to be integrated with a deep level of awareness and understanding of the local system in which the collaboration takes place.
- **Actively pursue the long term financial sustainability of collaborative spaces**, which require funding and resources to operate effectively.
- Consider how to **identify and work with power dynamics** given their strong influence in the way in which agricultural value chains operate and in perpetuating power asymmetries within commodity systems.
- **Embed collaboration and systems change in the technical processes** —e.g., policy analysis, public investment project design, value chain analysis, farmer extension services enhancement— so that outcomes and solutions emerge from the participation and inclusion of all stakeholders, which enables cohesion and collective drive to action.

In any system, impact needs to be measured so that a more intentional allocation of time and resources can be made to allow for change to happen. Given the complexity of agricultural commodity systems, it is challenging to measure the impact that collaborative practices and systems thinking approaches can have in their transformation to more sustainable and resilient systems. In the understanding of the importance of finding innovative ways to do so, and considering the lack of such integral approaches to the Monitoring, Learning and Evaluation (MEL) of collaboration and systems change, **UNDP, with the support from SECO has been developing mechanisms and approaches to measure the impact of collaboration on the ground**:

- The Effective Collaborative Action, Monitoring Evaluation and Learning (MEL) framework stipulates activities, outputs and outcomes for each of the 3 main delivery areas: a) capacity building, b) support to multi-stakeholder collaborative spaces and c) advisory on embedding collaboration and systems change in food systems project design and implementation. It also establishes quantitative and quantitate indicators to effectively measure the contributions of ECA to food and agricultural systems transformation
- Signals of Change as the assessment tool to measure the state of collaboration in a given multi-stakeholder collaborative space, project or region in a participatory way, including the voices of all key stakeholders involved

It is one of Effective Collaborative Action's main objectives for 2025 and beyond, to continue strengthening the way in which impact is defined, measured, documented and reported, with the support of SECO under GCP III and SLPI projects.

Moving forward

In a nutshell, we see the future of Effective Collaborative Action evolving in three key directions:

Deepening capacity building, knowledge production, and thought leadership as a key means to actively advocate, engage and support the enhanced literacy of key stakeholders on leadership, collaboration and systems change applied to food and agricultural commodity systems transformation

Expanding the number of platforms and other collaborative spaces where ECA contributes to food and agricultural systems transformation. From Signals of Change to direct facilitation of dialogues that lead to policy reform, redirecting public investment, and stronger private sector engagement, among others. Our Green Commodities Programme phase IV will support this expansion.

Accelerating the institutionalization of collaboration on the ground. Effective Collaborative Action has proven to be a powerful tool for activating multistakeholder collaboration at national and subnational levels. Taking it one step further by integrating its principles and tools into policy analysis, governance models and power mapping with public and private sector will enhance its strategic impact.

Proactively seeking new opportunities for collaboration and synergies within the UN, other agencies and donors to continue embedding collaboration and systems change more deeply into agricultural commodity systems transformation.

UNDP holds the ambition to continue innovating in the way that collaboration is defined and executed on the ground and will be exploring "horizon 3" ideas such as:

The use of technology, particularly AI, to support multi-stakeholder collaboration: how it is assessed, measured, and applied. Particularly how multi-stakeholder platforms operating on the ground can benefit from artificial intelligence to foster more effective communication, data collection, increase trust through transparency in the use of digital tools, and facilitate agility and learning.

The development of a Global Centre for Collaborative Action that can act as an incubator and laboratory for accelerating impact in food and agricultural commodity systems through collaboration and systems change, influencing local, regional and global agendas.

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While the broader impact of systems change processes is driven by multiple factors, it is clear that the effective dialogue and interaction between stakeholders, the alignment in vision, and coordination in action are all crucial to achieving the profound change that is needed. Stakeholders are at their best when they commit to each other and hold each other mutually accountable. Effective Collaborative Action has proven to be a valuable framework to support key actors in overcoming adversity and mistrust, isolation and inefficiencies. UNDP's commitment to continue strengthening how it support through ECA remains stronger than ever, in line with our institutional mandate to help create the agricultural sectors they want and need for future generations, through participation, inclusion, and equity."

—Andrew Bovarnick, UNDP FACS Global Head