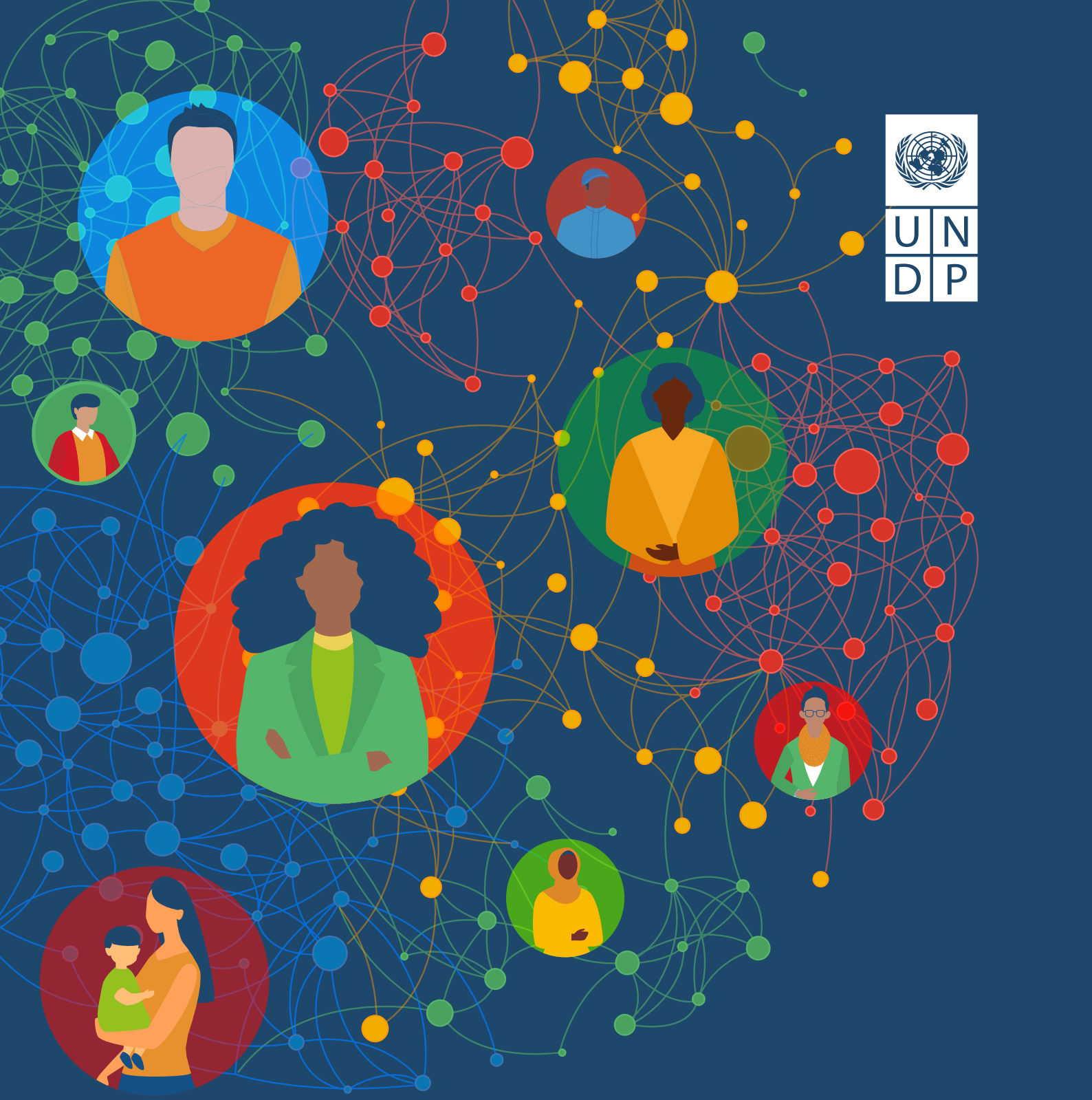

FIELD GUIDE FOR HUMAN DEVELOPMENT REPORT 2021/2022 DIALOGUES

BUILDING CONDITIONS AND CAPABILITIES TO SHAPE NEW FUTURES IN UNCERTAIN TIMES

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This UNDP Field Guide was authored by:

Sophia Robele and Laurel Patterson, UNDP SDG Integration

Antoinette Klatzky, MIT Presencing Institute

With:

Pedro Conceição, Tasneem Mirza, Carolina Given Sjolander, Heriberto Tapia,
UNDP Human Development Report Office

Otto Scharmer and Kelvy Bird, MIT Presencing Institute

And special thanks to the UNDP Leaders for 2030 – Leadership for Awareness-based Systems Transformation Certificate Programme 2022 cohort:
Aliou M. Dia, Ana María Díaz, Balazs Horvath, Bettina Woll, Betty Wabunoha, Carol Flore-Smereczniak, Claudio Tomasi, Diana Ofwona, Elsie Laurence-Chounoune, Francis James, Georgiana Braga-Orillard, Inka Mattila, Jose Vicente Troya Rodriguez, Kamil Kamaluddeen, Katyna Argueta, Lorenzo Jiménez de Luis, Maria del Carmen Sacasa, Maleye Diop, Maribel Gutierrez, Mathieu Ciowela, Matilde Mordt, Maxwell Gomera, Aouale Mohamed Abchir, Narine Sahakyan, Natia Natsvlishvili, Pa Lamin Beyai, Rose Ssebatindira, Sara Ferrer Olivella, Stefan Liller, Tjark Egenhoff

Executive Summary

This field guide offers ideas, practices, and entry points to design dialogues that expand the modes of collective sensing, learning and decision-making used to deal with the novel risks and insecurities underlined by the Human Development Report 2021/2022: Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World (2021/22 HDR). A shifting development landscape calls for shifts in capabilities and mindsets for development, which are shaped by how we gather and connect, as much as the knowledges we hold.

The tips and tools in this guide are not about dialogue for the sake of dialogue, but to enable modes of thinking and action conducive to realizing more transformational outcomes in the face of policy uncertainties articulated by the 2021/22 HDR. It has been co-designed with UNDP's first 'Leaders for 2030' Systems Transformation Certificate cohort, bridging some of the tools our leaders found valuable from the course, among other sources, with the discursive spaces and policy processes that influence decision-making for development.

While the methods and tools may be relevant for many dialogue-driven planning contexts, it is specifically designed to support national and sub-national consultative exercises inspired by or relevant to the themes of the 2021/22 HDR. The target audience is development actors who are engaged in HDR processes in-country, namely UNDP leadership, however, it is equally relevant to other partners leading multi-stakeholder processes to inform policy directions for complex, systemic challenges. Though anticipated that a primary user will be dialogue facilitators, the guide equally invites renewed perspective on the role of senior leaders at the midpoint in the 2030 Agenda – offering pathways for them to consider their unique potential to influence change processes by serving as designers of conditions and architects of relationships.

The guide is divided into three main sections:

- The first section supports leaders to **establish the baseline conditions** for a group to connect, so that they feel safe to think outside the box, challenge each other in generative ways, or express what needs to be said. It includes guidance on stakeholder engagement and consideration of dialogue formats and components most relevant to different needs.
- The second section charts two different **HDR 'frames' which reflect different intentions in establishing dialogue.** The first is the use of generative dialogue to chart new policy horizons, complete with sample topics, design considerations, tips and tools. This section is most applicable to issues that are fast changing, without precedent or adequate anchoring in policy discourse. The second HDR frame supports a reinvigoration of foundational values and principles. Similar to the preceding section, this includes sample topics to help assess if this is the best fit for particular context and needs, with design considerations, tips and tools.

- The final section supports leaders and facilitators to navigate uncertainty as part of the dialogue process, with **cross cutting methods, futures-oriented approaches and consideration of roles and partnerships** to advance transformational change.

In closing, we briefly explore methods to track progress, and tips to stay on track.

Key principles threaded throughout all sections include:

- Examining power at all stages of the dialogue: Looking beyond who is included, to what they are being included into – from the rules of engagement, to the ways that different modes of communication and beliefs about the world are invited into a dialogue space.
- Expanding our understanding of what constitutes a system and drives risks: Harnessing diverse perspectives is not just about listening to more people or collecting more data, but also expanding the ways we listen, the relationships we establish, and our openness to being changed in the process.
- Making space for ideas to settle and transform, such as by bookending cycles of action and discourse with moments of stillness, reflection or art, to ensure that learning has a chance to crystallize into creativity and innovation.

This field guide will continue to evolve with practice and new insights from UNDP and other practitioners. Continuous feedback and learning are paramount to this initiative – you will find contact points at the end of this report and links to a dedicated webspace on UNDP's knowledge platform, SparkBlue.

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Rationale for this guide

Why this field guide?

Where might it apply?

Why this field guide?

This field guide offers ideas, practices, and entry points to design dialogues that expand the modes of collective sensing, learning and decision-making used to deal with the complexity of the challenges reflected in the Human Development Report 2021/2022: Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World (2021/22 HDR).

The 2021/22 HDR advances a new uncertainty complex: a world in which we not only face new risks and sources of human insecurity, but one in which "novel layers of uncertainties are interacting to create new kinds of uncertainty."[i] From destabilized planetary systems in the Anthropocene, to the spread of political polarization and societal fractions, to the sweeping societal transformations needed to transition to a stable climate regime, the convergence of these realities compels new development models, knowledge frameworks, and risk management approaches.

When it comes to arriving at solutions fit for 21st century challenges, we often fail to harness the full potential of dialogue – one of our most powerful social technologies – to help us get there. A shifting development landscape calls for shifts in capabilities and mindsets for development. Designing dialogues with an eye to awareness-driven and relationship-centered practices is an important channel for realizing these shifts.

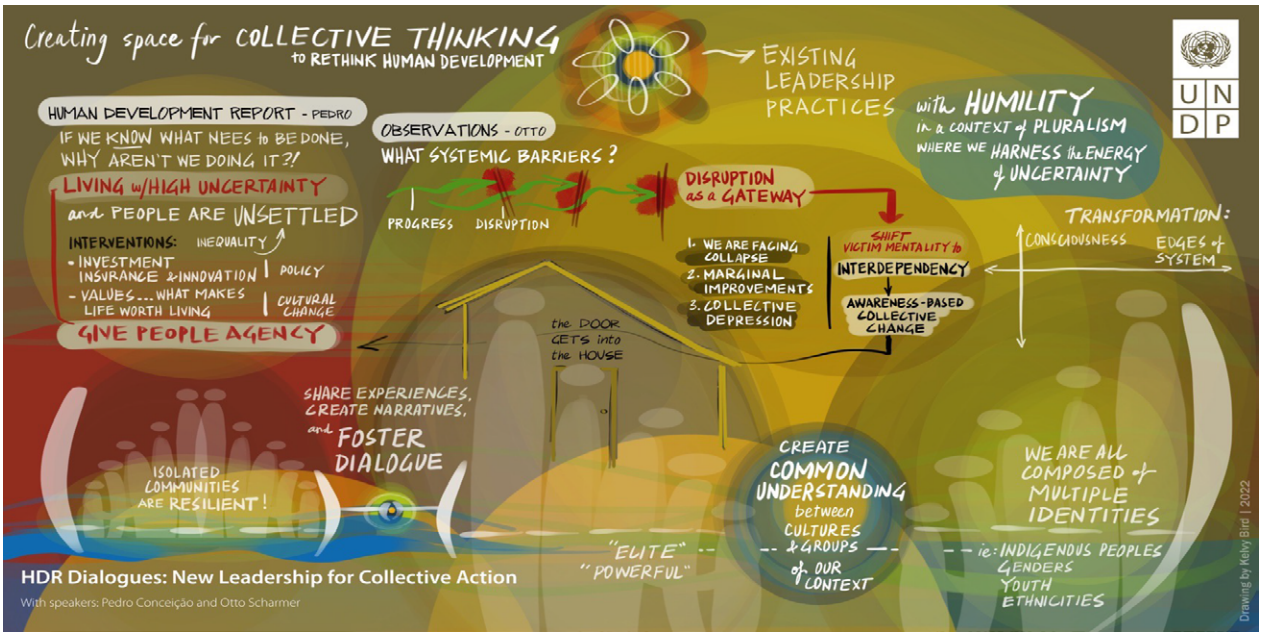
Putting the focus on generative dialogue[1] is also a way to tend to our interior condition and the relationships that shape collective thinking and action. Dialogue underpinned by deep listening, trust, and openness, is among the primary vehicles by which we forge shared meaning and possibilities, foster new capabilities for action, and establish relationships necessary for new ways of working.

Unless we approach dialogue as an outcome we have the agency and responsibility to design for, we tend to proceed with old patterns of conversation that produce similar approaches and results we've witnessed in the past.

This Field Guide responds to a key challenge presented by the 2021/22 HDR – a call to reimagine not only what we do, but how. It builds from UNDP's global dialogues on awareness-based collective action undertaken from 2020, an Action Learning Lab with seven UN entities in 2021, and a People for 2030 certificate programme in 2022 that supported leaders to draw on introspective practices and the arts to better understand the roots of systemic challenges and unlock new possibilities for change.

1 Note that this field guide uses the word "dialogue" as a distinct form of communication, inspired by Bohmian definitions: "A dialogue has no predefined purpose [...] other than that of inquiring into the movement of thought, and exploring the process of 'thinking together' collectively. [...] it may turn out that such a form of free exchange of ideas and information is of fundamental relevance for transforming culture and freeing it of destructive misinformation, so that creativity can be liberated."

The guide was co-designed with UNDP Resident Representatives from the first cohort of the certificate programme and draws from many dialogic practices and methods based in the Presencing Institute's Theory U framework. The intention is to share experiences and lessons from advancing such dialogues, to help partners advance the insights from the 2021/22 HDR.



Visual scribe of a co-design discussion with Resident Representatives from the Leadership for Awareness-based Systems Transformation Certificate that informed this field guide. August 2022. By Kelvy Bird

Who is this field guide for?

While the methods and tools offered in this guide may be relevant for many dialogue-driven policy planning contexts, it is specifically designed to support **development actors with national and sub-national consultative exercises inspired by or relevant to the themes of the 2021/22 HDR.**

The primary audience is development actors who are engaged in HDR processes in-country – namely UNDP leadership; however, it is equally relevant to other partners involved in HDR processes or dialogue that relates to formulating policy directions on complex, uncertain challenges.

The guide offers ways for leaders to consider their power and influence as designers of conditions and architects of relationships, underlining that "creating the space for change and enabling collective intelligence to emerge"[ii] is among the critical competencies required for leadership in the Decade of Action.

Where might it apply?

This guide is not intended to replace existing spaces where meaningful exchange to advance development progress may already be underway. Rather, it is about strategically examining areas where there may be gaps when it comes to designing dialogues tailored to the kinds of complex challenges and novel uncertainties articulated by the 2021/22 HDR. Among the entry points might be:

- National or local Voluntary National Reviews
- National development planning processes
- Consultative spaces on the margins of high-level events
- Mission-oriented innovation processes
- Designing joint programming inspired by the HDR
- SDG localization platforms [example]
- Social cohesion initiatives [example]

Examples

Spreading the reach and depth of a high-level dialogue process – Insights from Food Systems Summit 2021 Dialogues

Dialogues in the 2021 Food Systems Summit enabled diverse localities to convene and curate their own Independent Dialogues alongside the Member State and Global Dialogues to collectively inform progress of food and agriculture issues. This gave interest groups a standardized approach to draw on for dialogue, including suggestions for core roles, possible formats, and example topics and prompts. The process helped encourage diverse actors to hold the space for open exchange. This combination of structured and open-dialogue spaces enabled interested stakeholders to be the co-creators of dialogue in their own contexts, while having some direction and entry points to get started.

Read more about the Summit Dialogues method here, as well as a recommended run of show here.

Integrating imagination into national planning in North Macedonia

In North Macedonia, UNDP sought to redesign the way institutions create, implement, and monitor participatory public strategies and plans to be more futures-oriented. This included embedding imagination and connecting unlikely players in dialogues to inform the design of a 20-year National Development Strategy. The future imagining exercise involved more than 1,000 people – from youth to mayors – in a series of visioning workshops, called "Dream Labs." Participants were guided to re-think present challenges, consider what types of futures they wanted to build as communities, and connect these visions to policy decisions. An important element was also to not pit 'traditional' insight sources for policy against those emerging from imagination. The team also created a virtual platform to share outcomes of these processes with feedback loops, to build continuity.

Learn more here.

Developing deep listening and collective sense-making capabilities through Social Innovation Platforms

Through Social Innovation Platforms, UNDP Asia and the Pacific region has experimented ways to connect actors, methods, and interconnected actions for a more systemic approach to development challenges. A key dimension was methods for deep listening, sensemaking and co-production to facilitate civic spaces for inclusive participation and collaboration. In Indonesia, UNDP engaged fishers, mothers, micro-business owners and local authorities in Gorontalo and West Java in 'Deep Listening' exercises early in the pandemic to assess the impact of COVID-19 on SDG progress. These facilitation methods helped to capture and analyse hidden narratives in the communities, to inform the design of a portfolio of solutions and prototypes to boost strategies and awareness in addressing existing challenges, such as unequal access to clean water and unsustainable tourism.

More on UNDP Social Innovation Platforms here.

Scene setting

Shaping the container

Selecting stakeholders

Dialogue elements and formats

Shaping the container

Container building is the process of creating a safe space for a group or team by establishing both trust and ground rules for engagement. A container in this context is defined by the boundaries of a social field and incorporates three qualities: open mind (seeing), open heart (feeling), and open will (intention). This sets the tone for a journey that is about to unfold by providing a safe space for risk-taking in an atmosphere that supports growth and learning.

Container building is done at the beginning of a social process (in person or remote) and establishes foundation for a group. By intentionally creating a container, leaders improve how participants pay attention, interact, and collaborate.[2]

Getting started

Step 1: Intention setting

Container building requires preparation. The process includes paying attention to the inner condition of the facilitator and of the participants.

Inner conditions of the facilitator(s): Theory U states that the inner condition of the intervenor defines the success of an intervention. The more complex a process, the deeper this exploration should be. The following questions can assist the facilitators in evaluating their own inner condition. Answer them with a brief journaling process. You might also go on a walk with your co-facilitator or mentor to reflect on them:

- Why am I doing this work? What is my intention for the process?
- When I think about this work, what emotions come up? What am I feeling in my body?
- What about my current work and life inspires and energizes me the most? How can I channel this energy into the ways I build this space for others?

Inner conditions of the participants: Preparation can also include the participants, by deepening their awareness of the work ahead. Not all processes require this. But the more complex a situation, the more this will help the work. Some practice options include:

2 Additional resources on container building: Bird, Kelvy (2018). Generative Scribing: An Art of the 21st Century. Cambridge, MA: PI Press. Cecil, Barbara, Glennifer Gillespie, and Otto Scharmer (2003). "The Presence of the Circle Being: Conversation with the Circle of Seven." Dialogue on Leadership Interviews, www.presencing.org. Isaacs, William (1999). Dialogue: The Art of Thinking Together. New York: Currency-Doubleday. Scharmer, Otto (2018). The Essentials of Theory U, Chapter 5. Oakland, CA: Berrett-Koehler.

- Organize enrollment interviews with participants.
- Ask participants to conduct Stakeholder Interviews.
- Set up a mentorship or peer learning between participants.

Step 2: Initiate the process

- Use check-ins and introductions as an invitation for everyone to participate and feel welcome.
- Facilitate agreement on the "what and how" regarding the agenda and process.
- Establish connections between everyone in the room—for example, by hearing each voice (if the group is large, split into smaller groups).

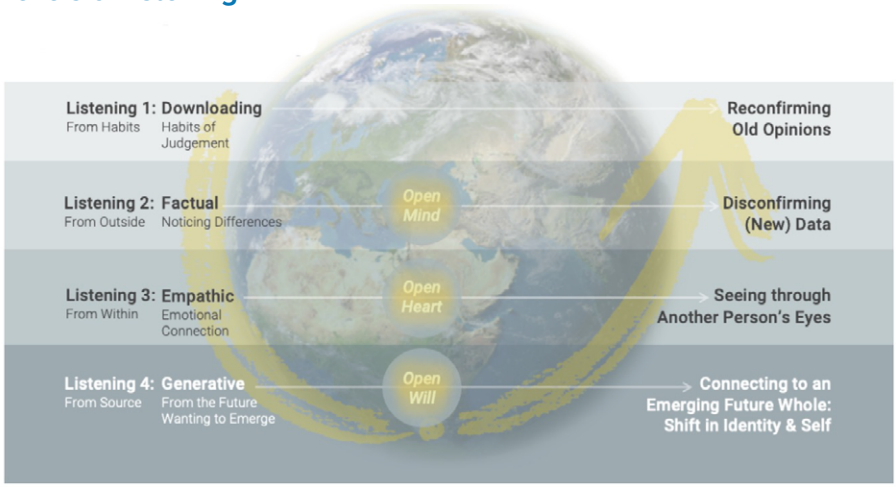
Step 3: Facilitate the holding space for differences to arise

Actively expand your own awareness to help others open up and deal with tensions. Start by paying attention to your posture, to how you are standing or sitting when you are in the group, and to your breath. Practice broadening your awareness of the social field by asking yourself:

- What is hard for you to see, hold, or support in the system?
- Where are resources and points of strength?
- Who is being excluded? What voices are not being heard?
- What emotions come up for you? Why?

These regular reflections can help you strengthen your quality of listening (see Levels of Listening framework below), in order to better respond to the needs of participants.

Levels of listening



The first step in understanding the impact of attention on reality is to look at our own individual practice of listening. See worksheet here

Source: Scharmer, O. (2018). The Essentials of Theory U: Core Principles and Applications.

Find more ideas on cultivating mindfulness for systemic action in the report Reconnection: Meeting the Climate Crisis Inside Out (2022)

Tools and considerations for stakeholder selection

While myriad resources exist to inform stakeholder selection – from in-depth political economy analysis to standard stakeholder mapping – it is worth highlighting just a few relevant considerations and tools here.

Determining key actors for an HDR dialogue process originates from an understanding of the scope and focus of the issues and systems being examined and how different actors influence and are influenced by them.

- Refer to the UNDG Post-2015 Development Agenda: Guidelines for Country Dialogues (2012) p. 20 and Annex 2.1 "List of Stakeholder Groups" for some stakeholder identification recommendations.
- A framework that can support mapping of individual actors, their interrelationships and possible perspectives in relation to the challenges being discussed is found in Democratic Dialogue – A Handbook for Practitioners (2007) Box 2.2.1 "A Framework for Actor Mapping" (p. 61).
- The Systemic Design Toolkit (2021) "Rich context: framing the system" exercise (p. 8), this framework to "explore issues driving a systems inquiry" from Design Journeys through Complex Systems (2022), or the Nesta Collective Intelligence Design Playbook "stakeholder map" (p. 78) can help to map the current dynamics of a system as a basis to identify participants.
- The World Bank Public-Private Dialogue Stakeholder Mapping Toolkit (2016)'s "Net-map method" (see p. 13) and "elements for stakeholder mapping" (p. 10, Table 2) can also help to unpack the key actors and their links, influences, and interests to a dialogue process.
- Working towards more inclusive dialogue spaces requires recognizing the limits of our own understandings and assumptions. One way to embed this awareness into stakeholder identification is to expand capacities to listen from the margins of a system, supported by tools like Stakeholder Interviews and Empathy Walks.
- For identifying the core group who will drive and sustain the dialogue process, you might consider the mix of competencies important for public sector innovation. The "Mapping a team's innovation competencies" activity in Nesta's guide to Skills, attitudes and behaviours that fuel public innovation, p. 59 can help.
- Make sure you give as much attention to **how** you include people, including the resources and time required to address power differentials and create safe spaces, as you give to **who** you include. Some tools to support this can be found in this Field Guide to Power Literacy, particularly the Role Power Worksheet; the UN PRPD-UN Women Intersectionality Resource Guide and Toolkit (2022); and the UNDP Systems, Power, and Gender (2022) paper.

Dialogue elements and formats

While this guide offers a range of dialogue tools, if you have time for nothing else, consider playing with the format of the space as a way to disrupt old patterns of thinking and collaboration. Structural elements – from group size to the time allocated for silent reflection – significantly influence the ways people think, learn, and deliberate together.

As you structure the sessions, consider a variety of elements as tools in your kit:

Plenary or open sessions: These are useful at the beginning and end of a session – feeling the magnitude of the whole of the group together can offer a sense of being part of something larger.

Plenary with speaker: Often having a speaker who can bring in a piece of the content takes the pressure off the group as a whole. Engaging speakers spark dialogue or offer a practice to deepen the content.

Small groups: Moving into smaller groups (~3-5) increases the sense of agency for the participants. Small groups can be used to get to the heart of specific themes or areas of interest, or create intimacy and vulnerability within open discussions.

Self-reflection moments: In any conversation, dialogue, or activity, a moment of pause can offer a break in the steady stream and open a space for a shift in perspective. Moments of reflection can also be journaling or silent reflective practice.

Continuous small groups: Included in this guide are what Presencing Institute calls Case Clinics, which offer one form of structured dialogue for continued connection and growth. You may invite small groups of 4-7 to continue meeting on a regular basis for a particular period of time to share around specific HDR themes.

Social Art: Invites an advanced capacity to not only 'see' a system but to 'sense' a system. It can be visual, music or other embodied art forms drawn from the social field of a group. One example: a socal artist drawing the essence of what they are seeing/hearing/sensing in a dialogue (e.g., see visual scribe on p. 6).

Example sequencing

Run of play

A few options for sequencing the above elements and tools within a dialogue:

Section	Description
Welcome	Host opens and introduces the discussion and agenda for the dialogue.
Speaker or plenary content and framing	A speaker (could also be host) shares content and/or framing for the dialogue.
Self-reflection moment	Someone offers a moment of stillness, journaling or reflection of some kind.
Pair share or small group	Move into groups of 3-4 (or diads) to explore what has come up.
Plenary	Move back into the large group and hear a bit of what has come up. This is not a report back from each group. Ideally it is a generative space for fresh dialogue now that some of the key points have been seeded in small groups.
Closing	The host or someone of their choosing may make closing remarks and/or share next steps. If there is a social artist in the room, they may share a reflection of some kind to reflect back the conversation to the group.
Social art resonance	At any point during the dialogue/event/ experience, the host may want to turn to a social artist to see what they are hearing and seeing as the dialogue evolves.

Note: Dialogue takes courage and patience

As with any other form of innovation, introducing new elements into traditional spheres can come with resistance and skepticism. It's important to strike a balance between pushing participants outside of their comfort zone into a growth zone, while being conscientious of what might lead some to feel excluded if introduced too quickly.

The UNDP SDG Integration team's global dialogues and Action Learning Lab for awareness-based collective action, for example, required a trial-and-error process to find what worked best for diverse practitioners. In many cases, participants' skepticism of a new dialogue format or method was overcome through gradual exposure to the benefits, most notably via the connections or insights forged over time.

In planning your dialogue, consider: What are the risks of introducing new practices? What are the risks of business as usual?

Generally, a valuable mitigation measure is to build feedback loops into the dialogue process from the beginning: to allow moments, whether within the dialogue sessions themselves or asynchronously, to invite participants to share their experience of the space and/or a specific practice, including challenges, questions, or critiques.

Generative dialogues in practice

GAIA – A global dialogue to connect and seed possibilities from disruption

During the early part of the COVID-19 pandemic, the Presencing Institute initiated a series of dialogues held over Zoom for a global community of over 13,000 changemakers (available online at u-school.org). The series was titled GAIA Journey, the Global Activation of Intention and Action, meant to activate and inspire changemakers around the world during a time of immense disruption to find the seeds of possibility.

There were a few key factors that were kept in mind by the programming and production team.

- Beginning, Ending and a rhythm of dialogue: The format was held over a 14-week period to mirror a semester long programme and invited a cycle of breathing – an inhale session in which the whole community would come together and an exhale session in which community members would turn to their own region or context and apply what they were learning.
- Continuous small circle connection: Each week participants were invited to connect with a smaller continuous circle, a coaching circle – termed a solidarity circle – for this programme. During each exhale week, the Presencing Institute team provided micro-practices for the solidarity circle to move through together such as case clinics.

- Live sessions: Bringing the entire group together on Zoom to engage created an awareness across the social field. As thousands of people came together, they began to feel less alone, especially necessary during a moment of social distancing/isolation. During these sessions, both plenary dialogues and small groups were held to build a strength of sensing the whole community and also building bonds of connection in groups of 4-5 people.
- Language tracks: In order to build coherence in a region, leaders came forward to begin not only translating and running simultaneous sessions online, but also translating to the rhythm, cadence and application of their own communities and regions. They began sourcing regional leaders (from Indigenous communities and various industry leaders) to speak in plenary sessions hosted in part by the communities themselves. Materials and resources were cross-checked by the Presencing Institute but, as much of the methodology is open-source, it was a relatively fluid process.
- Methods and tools were shared openly throughout the GAIA Journey. Participants were encouraged to participate as much or as little as they could.
- Social arts were used across live sessions and organically in community. Social arts used included: Visual Practice, Social Presencing Theater, Generative Sound and Social Poetics.

One participant chronicled their experience of a session during the GAIA Journey: https://medium.com/presencing-institute-blog/state-of-the-art-systems-thinking-gaia-journey-fb6660709da4

The Cambodia Futures Lab

Source: Katie Stubley, "Co-creating our future: The power of safe spaces", https://medium.com/presencing-institute-blog co-creating-our-future-the-power-of-safe-spaces-cb7364a016e9

The Cambodia Futures Lab (Phase 1) was a six-month journey whereby leaders from government, civil society and the private sector along with UN agencies embarked on a collective leadership and learning journey on systems transformation, to create opportunities for cross-sector collaboration and experimentation during the post-COVID-19 pandemic recovery. It started as a partnership between the Office of the UN Resident Coordinator and the Ministry of Social Affairs, Veterans Rehabilitation and Youth, delivered in collaboration with the Presencing Institute, including the faculty of the Massachusetts Institute of Technology and United in Diversity.

The process for the lab was one that put inner and relational practices at the centre. It took participants through the Theory U process, which moves through five critical stages to drive profound innovation: co-initiating, co-sensing, presencing, co-creating and co-evolving. Participants noted that the lab was particularly powerful because it focused on creating a safe space at the country level across sectors. It was acknowledged that we tend to focus on the quality of the social field in our teams, organisations or departments but that we rarely focus on this leverage point at a country level with the people who can influence its future.

Read more about the "essential actions for creating safe spaces" that the lab team identified in the full blog here.

Note: Reimagining dialogue with an awareness of power

When leveraging new dialogue tools, particularly practices associated with mindfulness, the arts, or more heart-driven forms of intelligence, it bears noting that the underlying wisdom of many of these practices – including the tools shared in this guide – are not new. There is a risk of perpetuating dynamics of exclusion and inequity when done so without an awareness of power.

Some considerations to mitigate this risk:

- Acknowledge and credit the cultural origins of the practices and knowledge traditions you draw on, many of which come from historically marginalized groups.
- Design your dialogues in partnership with local facilitators: Consider this guide and its tools as a source of ideas, but also an opening to explore what relevant social technologies and dialogue traditions might already be present within your local contexts.
- Treat "safety" as a function of relative positions of power: 1) be careful in how you use the word "we" when describing shared experiences; 2) make issues of power explicit, such as by inviting discussion about identities and privilege [find some tools for power analyses here]; 3) regularly examine assumptions about the agency that each individual feels to exhibit vulnerability with others in the room.
- Avoid extractive invitations: If engaging with Indigenous populations, for example, consider whether you are bringing them in as informants to a government-led process versus as co-creators of the dialogue approach itself. For some examples, see the UNDP RBAP Indigenous Futures Brief "protocols for (re)generative development" (p. 13).

HDR frames and entry points for dialogue

This section offers ideas to more intentionally align dialogue approaches with intentions, illustrated through two policy pathways inspired by the HDR 2021/22 themes:

Charting new policy horizons

Reinvigorating foundational values and principles

Frame 1:
Charting new policy horizons

Why this dialogue frame?

In many development contexts, the starting place for a policy dialogue tends to be framed through a problem lens, or focused primarily on the immediate symptoms of deep, structural issues. The 2021/22 HDR opens the possibility of new policy directions, sources of creativity, and impetus for collective action.

To initiate a deliberative process from the place of possibility and imagination, this section offers entry points for:

1. Exploring topics that may have remained un- or under-examined due to their complexity, long-term nature, or cultural/political barriers, and

2. Opening the conversation from the place where a group seeks to go, inviting reflection on courageous directions of travel and intelligence sources needed.

Is this frame relevant to you dialogue context?

Some considerations: Is there...

- ☐ Relative openness among core stakeholder group to embrace not knowing and un-learning to confront long-term issues?
- ☐ Opportunities to widen the scope of stakeholders traditionally consulted on an issue?
- ☐ Incentives or motivations to shift from status quo of operating in constant reactive mode, to imagining and co-creating different opportunities?
- ☐ Government or donor partners who are willing to invest in more experimental lines of action?
- ☐ Recognized disconnect between the ambitions of existing policy priorities/formal commitments and the scope and vision of current programming?

Illustrative dialogue pathways

Example 2021/22 HDR dialogue topics, with links to key messages for inspiration, that relate to charting new policy horizons.

Entry point 1: No country has ever reached a state of both a high human development index (HDI) ranking and low impact on planetary pressures. What would it take to pursue development pathways that lead a country here?
Sample messages

Entry point 2: What would a policy agenda or governance model that places the issues of trust and solidarity front and center look like? Another articulation might be: what if we were to see all economic and environmental problems as social problems – what would this shift in the design of policy mechanisms?
Sample messages

Entry point 3: How might we reimagine policy frameworks to position mental health and well-being as an SDG multiplier? To go deeper, what would shift if we responded to mental health not only as a health issue, but an enabler for all development?
Sample messages

Design considerations

Before deciding on format and tools, ask yourself: what are the conditions (capabilities, mindsets, commitments, etc.) that are vital for a group to navigate an issue related to charting new horizons? Some might be:

- Relative degree of **cohesiveness/common understanding** to allow for shared vision and the trust to test what emerges.
- **Investment in diversity** not only in terms of representation, but also in terms of roles, ways of thinking, experiences, and relationship to the issue.
- Capacity to **connect insights from past/present/future,** going beyond existing sources of data, or reliance on quantitative evidence alone.
- Structured approaches to support **long-term and systems thinking** to inform prioritization processes.

What tools/methods/approaches can help to cultivate these specific conditions?

Building your dialogue

A suggested combination of tools is offered below, to be tailored based on time and feasibility.

Strengthening cohesion and diversity

Empathy Walks Guide here with different stakeholders, potentially complemented by Sensing Journeys Guide here later

Why:
To sense reality from the viewpoints of stakeholders who have yet to be centered within or shaped the conversation until now.

Application suggestions:
Use at the start of a dialogue process, possibly before the main dialogue event(s) as a way to deepen connections and understand the motivations of key stakeholders who will be part of the wider dialogue; a way to reach out to new stakeholders, especiallyat the 'margins'. Insights of these targeted conversations can be used to shape the focus and questions of the larger dialogue, complementing sources of evidence from the HDR.

Complementary individual practice

Levels of Listening Framework here – While seeking to expand who is involved in the process, and what forms of experience and insights make up the collective intelligence or evidence base, it is useful to deepen awareness of your own modes of listening – what levels show up in what contexts?

with

Connecting past/present/future

Inclusive Imaginaries UNDP toolkit here or Visioning exercises [UNDP guide here p. 42; Another approach here p. 57]

Why:
Take people out of traditional way of thinking by changing the premise for ideation.

Application suggestions:
These exercises can build on the outcomes of a sensing journey or stakeholder interviews, as a way to translate the priorities and challenges expressed by diverse groups into structured thinking about desired futures, or reflection about whose visions of the future are reflected in the ways the issue has been discussed until now.

Particularly useful for smaller-scale dialogue series with diverse constituents, but can also be useful within a high-level workshop of more traditional government players, though requiring adaptations to fit the comfort level of the group.

and /or

Reframing the system

Iceberg model worksheet Template here or 3D Mapping exercise Guide here or Three Horizons Framework [See UNDP guide here p.30, or a video explanation here]

Why:
Collectively recognize that the barriers to investments in new areas is not simply about capacity or knowledge gaps, but also about institutional values, power structures, mindsets and sources of operation (drivers of motivation), etc.

Application suggestions:
The Iceberg Model worksheet can be a good framing for discussion, or as an entry point for talking about the 'below the surface' layers of the issue at hand. With any of these tools, however, it is useful to plan as a series of workshops or dialogues, that can gradually build.

Frame 2:
Reinvigorating foundational values and principles

Why this dialogue frame?

As we let go of systems which no longer (or have never) supported just and sustainable development outcomes, we might re-examine the foundational values and prinicples of systems currently in place. In some cases, we might see a deterioration of systems (e.g. democratic backsliding), not because the underlying premise is flawed, but because we have failed to meaningfully reckon with the enabling conditions required for the systems to actually flourish. In other cases, ambitions and principles enshrined in policies and agreements – from national to global – still stand relevant to current challenges, yet face glaring gaps in their execution owing to limited reflection on the barriers and strategic risks or a commitment to the experimentation required to overcome structural impediments to their realization.

Is this frame relevant to you dialogue context?

Some considerations: Is there...

- ☐ Chance to introduce novel approaches by appealing to current priorities and commitments?
- ☐ Interest in understanding how to better connect the past (frameworks, thinking, solutions) with the changing realities of the future?
- ☐ Particular interest shown in advancing equity, inclusion, leaving no one behind?
- ☐ Openness to engage in deeper or more extensive reflection of a topic than may have been the case previously?
- ☐ Openness to invite in alternative perspectives, evidence, or other inputs to reframe a topic?

Illustrative dialogue pathways

Example 2021/22 HDR dialogue topics, with links to key messages for inspiration, that are geared towards protecting, advancing, or reimagining foundational development frameworks.

Entry point 1: The normative principles of existing internationally agreed frameworks – particularly the Universal Declaration of Human Right – remain valid in a changing world. **Yet does an evolving risk and development landscape suggest a need to revisit and expand our current interpretation of and means of ensuring the protection of fundamental rights?**

Sample messages

Entry point 2: Is there a need to **update our narratives on what is meant by concepts like 'inclusion,' 'leaving no one behind,' and 'intersectionality'?** Alternatively framed, how might we double down on our core intentions for development geared at justice and equity, by asking ourselves different questions and better examining the barriers to embodying these principles?

Sample messages

Entry point 3: Where must we **enrich our current definitions of human security and approaches** to account for the challenges of the Anthropocene?

Sample messages

Design considerations

Before deciding on format and tools, ask yourself: What are some conditions (capabilities, mindsets, commitments, etc.) needed for a group to navigate a theme related to advancing or reimagining existing values/ frameworks? Some might be:

- **Awareness of power landscape** and incentive structures: Grappling with the power structures that impede changes to the status quo and limit who has a say.
- **Pschological safety and reflective space** to enable the group to step outside comfort zones and challenge their own and each others' assumptions.
- Willingness to slow down to **revisit and reframe** long-standing conversations or old solutions.

What tools/methods/approaches can help to cultivate these conditions?

Building your dialogue

Draw from these tools and methods to design your dialogue. A suggested combination of tool categories is offered below, to be tailored based on time and feasibility.

Redistributing power through stories

Expanding the dialogue to wider circle of stakeholders and communities utilizing Sensing Journey Guide here or Story sharing Guide here or Stakeholder Interviews Guide here

Why:
To sense reality from the viewpoints of stakeholders who have yet to be centered within or shaped the conversation until now.

Why:
To deepen trust and psychological safety, and to understand where people are coming from and what they are bringing to the space.

Application suggestions:
Consider the connections between individual stories and the policy topic – e.g., what the stories reveal about gaps in the conversations or analysis, or directions for further inquiry, experimentation, partnerships, research, etc. This could include seeking out stories that represent seeds of the future (e.g., if participative democracy is a focus topic of the dialogue, you could facilitate sensing journeys or story sharing with communities where there are hyperlocal examples of participatory democracy in practice).

When translating stories into insights for decision-making, be sure to also be mindful of who is interpreting the stories. Consider a tool like participatory narrative inquiry to enable people to codify their own stories.

Complementary individual practice

Immunity to Change framework Guide here – As you help a dialogue group go inward to uncover new pathways for collective action, you may also want to reflect on your own goals as a leader. This framework can help you discover some of the limiting beliefs, competing commitments or assumptions you are holding that lead you to be stuck in your own status quo.

with

Cultivating reflective space

Use of guided mindfulness such as Exercise here or journaling practices such as Field of the Future Exercise here

This could be combined with Gathering Seeds exercise Guide here

Why:
To enable a group to access deeper levels of knowledge and reflection

Why:
Synthesize what emerges from individual reflection/journaling to inform actions

Application suggestions:

Create opportunities for self-reflection to inform group reflections – e.g., Guide a group to reflect individually on a set of questions, then provide opportunity to discuss what emerges, first in small groups then use the plenary to draw connections and implications with the larger group.

Mindfulness practices can be useful at the beginning of a session to help set the tone, or as a way to bring in stillness at different points of a dialogue to reflect or bring more awareness into the space. Silence and reflection allows people in the room to tap into different parts of themselves and engage with their inner sources of creativity, and can help to move away from groupthink or group dynamics that lead to the same ways of thinking or same voices being centered.

Practices that build trust, openness and empathy among a group can be useful in conjunction with reflections on equity and oppression, that require asking questions about current assumptions/practices/roles in relation to an issue. Consider complementing mindfulness practices for instance with a tool like Liberatory Design Mindsets to reflect on values and relationships that the group wants to build together through these dialogues.

with

Reframing the system

3D Mapping Guide here or, for a group where a relative degree of trust and comfort has already been built, the Social Presencing Theater – Stuck Exercise Guide here

Why:

To activate new forms of perspective and intelligence on the issue

Application suggestions:

Use these practices to help groups suspend their conventional problem-solving habits, to uncover alternative directions or mindsets, tapping into the intelligence of their bodies as much as minds.

Participants can be put in smaller groups (4-6) to do this exercise, then reconvene to share different insights that emerged in plenary.

It might feel abstract for some; however, if combined with other dialogues based on more traditional forms of evidence/insight, it can be framed as a way to add some additional perspective. It could also be coupled with other approaches used to re-examine an existing set of interventions or policy approaches, to help ensure it translates to concrete implications. For instance, what emerges from these exercises or the previous reflective practices could be used to feed an analysis that seeks to reposition/reframe an existing portfolio of interventions or policies in relation to a strategic intent (such as using the UNDP RIC sensemaking methodology).

Navigating uncertainty through dialogue

Cross-cutting methods to:

Think and work in more future-fit ways

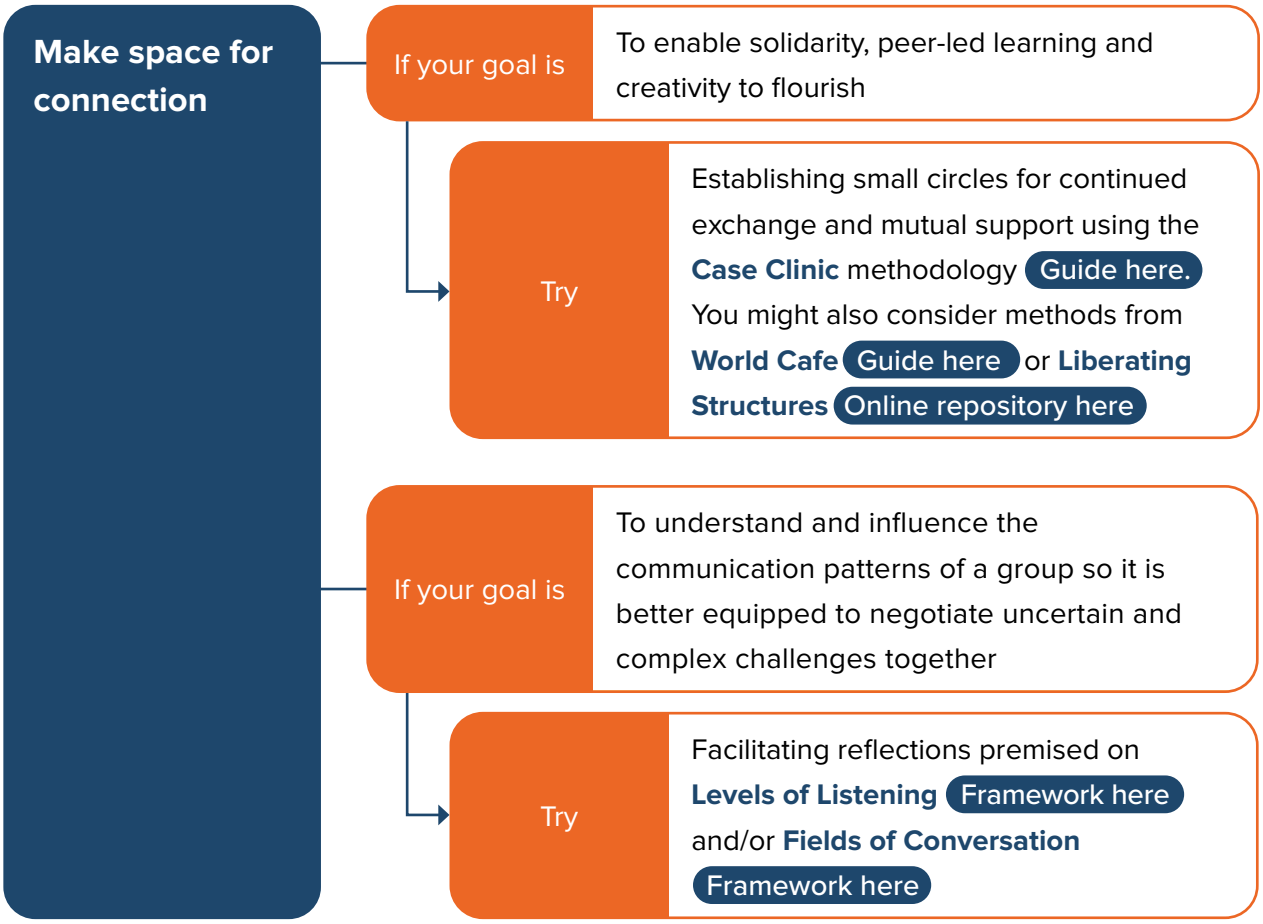
Re-examine roles and partnerships to enable transformation

How might we leverage the tools of dialogue to help stakeholders think and work in ways more conducive to navigating contexts of uncertainty?

The 2021/22 HDR offers insights to understand the dynamics of novel layers of uncertainty, never seen in history, that societies will increasingly confront, with policy pathways to better cope with existing risks and prepare for future unknowns. Yet there is no policy prescription for uncertainty. Moreover, the uncertainties we face don't simply have to do with what will unfold, but also with how we as a society will navigate the tough questions and paradoxes that characterize the development landscape. More complexity means more inherent tensions.

Many of the dialogues needed in this context will pertain not to finding the 'right' path forward amidst constraints, contradictions and complexity, but about learning to better assess the trade-offs, and make the values, priorities, assumptions, and logic behind each collective decision more transparent. These are conversations about how we navigate sources of uncertainty, recognizing that the same characteristics that the 2021/22 HDR identifies as **important for policies and institutions to be more future-fit – flexibility, creativity, solidarity and inclusion – must first be cultivated within the spaces of dialogue that shape policies and institutions.**

Below are some sub-goals and methods you might consider integrating into your dialogue process:



Broaden the 'evidence' base

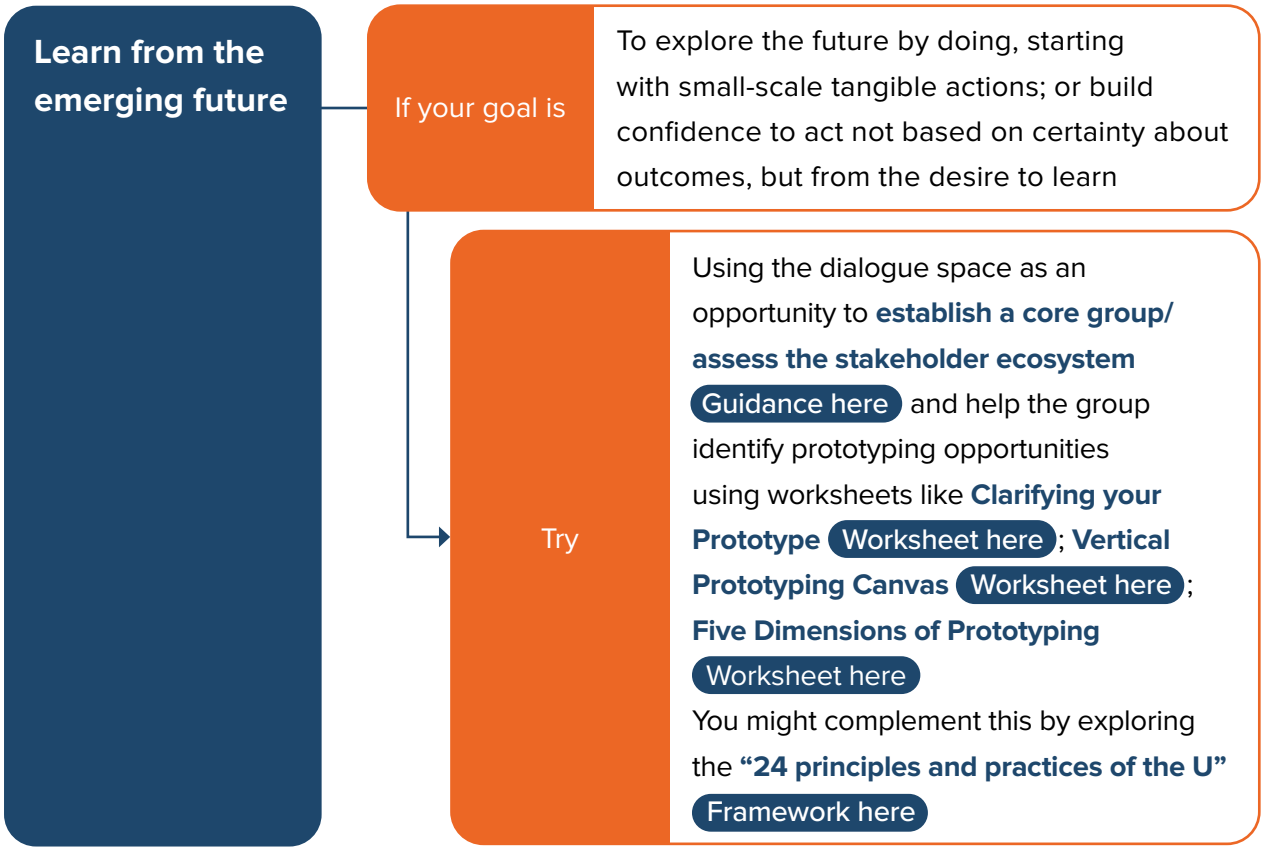
If your goal is: To help a group seek evidence not only as an accumulation of more quantitative or academic knowledge, but as the ability to make sense of many forms of intelligence, including that of the body and intuition

Try: A journaling practice like **"Self to self" Letter** Guide here to help those in the room reconnect with their inner knowing; or a **grounding practice/guided meditation** Example related to the group's intentions, potentially as a complement to analyses of future trends and scenarios

Embrace long-term thinking

If your goal is: To enable a group to depart from a reliance on decision-making or research approaches that look at only one version or narrative of future risks and possibilities

Try: Drawing on methods of **strategic foresight** [OECD links to guidance here; Mix of tools in UNDP Playbook Appendix here ; UK Government toolkit here], particularly 'light' versions of megatrends analysis or scenarios as a basis for discussion, to consider the implications of multiple possible futures


Learn from the emerging future
If your goal is
To explore the future by doing, starting with small-scale tangible actions; or build confidence to act not based on certainty about outcomes, but from the desire to learn
Try
Using the dialogue space as an opportunity to establish a core group/ assess the stakeholder ecosystem Guidance here and help the group identify prototyping opportunities using worksheets like Clarifying your Prototype Worksheet here; Vertical Prototyping Canvas Worksheet here; Five Dimensions of Prototyping Worksheet here
You might complement this by exploring the "24 principles and practices of the U" Framework here

How can our dialogue processes enable stakeholders to examine/re-examine their own roles and relationships within a development ecosystem?

The question of how we design dialogues to better navigate uncertainty is closely intertwined with the question of what it means to work in more 'systemic' ways. Many policy dialogues start from a premise of examining the issues or systems in the 'outside world' to be fixed, without taking time to consider the ways the dynamics 'out there' exist within relationships in our own institutions or stakeholder ecosystems: we sometimes reinforce what we hope to change, when we don't stop to look at this link between 'Self' and system.

Perhaps one of the most important but often challenging and potentially sensitive dialogues to be had, central to many of the questions raised by the 2021/22 HDR, is the ways we might be standing in our own ways when it comes to supporting systems transformation. For example, there might be contradictions between our intended roles or ways of being in partnership, and the actual behaviors and norms we follow. This applies on an individual level, as well as the level of our organizations and institutions.

If part of UNDP's role is to be a convenor and integrator of diverse players, then part of its role in dialogue is to create the spaces and opportunities for different stakeholders to meaningfully reflect on their places within larger, evolving systems and development challenges, and the implications for what may need to change in our own roles and contributions, who has the agency and responsibility to enable such changes, and how the different players in that ecosystem can best complement one another in this work.

Below are some sub-goals and methods you might consider integrating into your dialogue process:

Make the invisible visible

If your goal is

To uncover the norms and roles within a stakeholder ecosystem and the extent to which these align with or contradict the intended values and aspirations of the group

Try

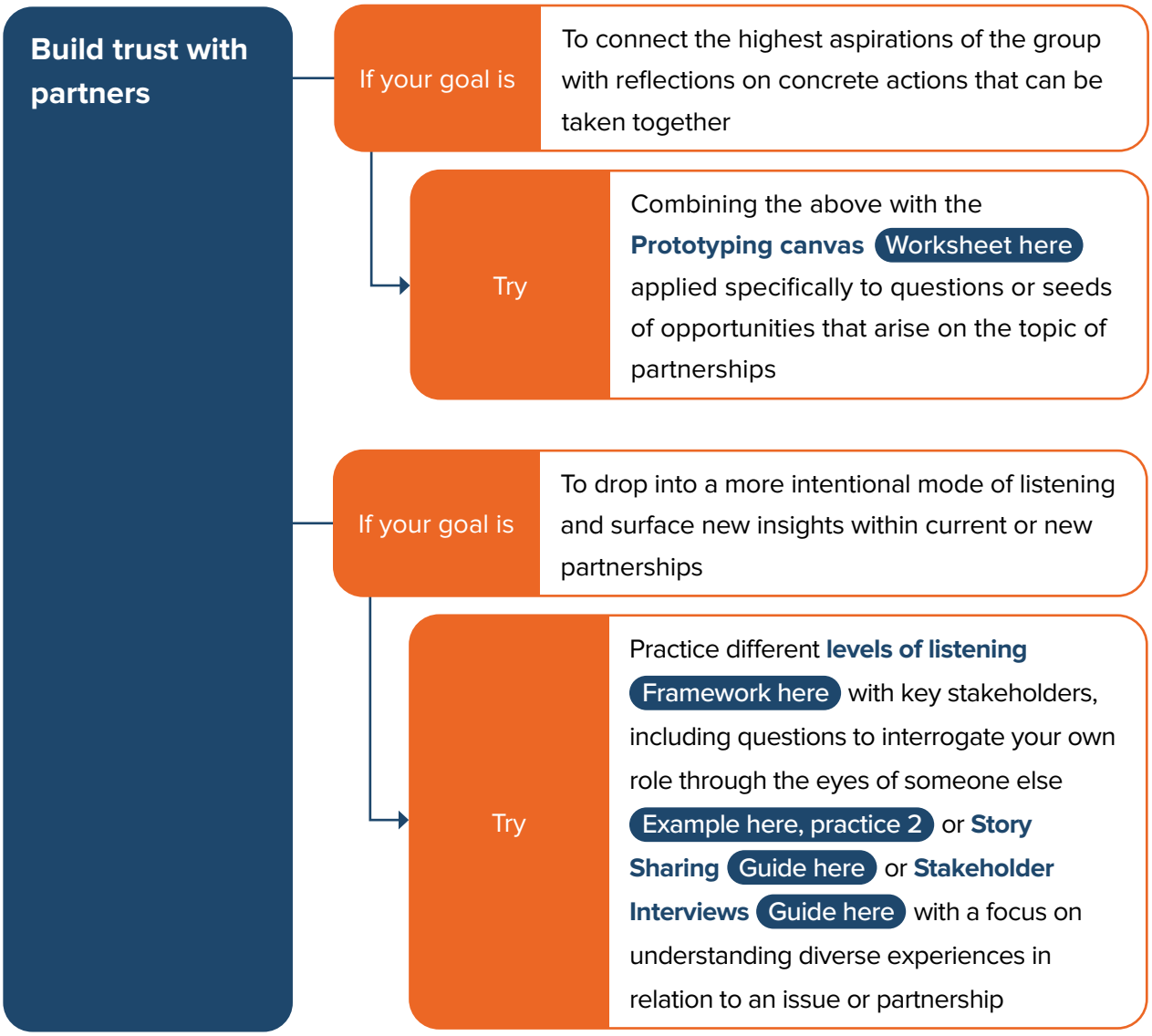
Facilitate a conversation around invisible inequities and power imbalances with a tool like the **Unspoken Norms Activity** [Sample template here Video part 1 & 2]; **Powerplay** [Game & other material linked in this blog] or questions and exercises found in **A Social Designer's Field Guide to Power Literacy** Toolkit here or **Intersectionality Resource Guide and Toolkit** Here among the immediate dialogue group, or to help a group reflect on relationships with stakeholders outside of this dialogue

Identify a group's place in a system

If your goal is	To perceive the context and stakeholder ecosystem more fully, including what is emerging or should be let go
Try	**3D Mapping** Guide here to examine the current situation of focus and how different parts fit together, and ways to transform it, or use of guided journaling or other **mindfulness practices** Example here to reflect more directly on such questions as individuals, then to share insights with a group

Identify a group's place in a system

If your goal is	To turn the inquiry about transformation inward, to better understand what may need to shift to enable the changes you wish to contribute to "out there"
Try	Dialogues that focus on mapping the stakeholder ecosystem, beyond questions of who is or should be in it, but also through the lens of relationship e.g., through use of a **stakeholder communication assessment** Example practice under point 19 here or reflecting on **"enabling conditions to bring an ecology to scale"** Guidance here or the Presencing Institute's **19-Point Journey through the Social Field** Guidance here


Build trust with partners
If your goal is
To connect the highest aspirations of the group with reflections on concrete actions that can be taken together
Try
Combining the above with the Prototyping canvas Worksheet here applied specifically to questions or seeds of opportunities that arise on the topic of partnerships
If your goal is
To drop into a more intentional mode of listening and surface new insights within current or new partnerships
Try
Practice different levels of listening Framework here with key stakeholders, including questions to interrogate your own role through the eyes of someone else Example here, practice 2 or Story Sharing Guide here or Stakeholder Interviews Guide here with a focus on understanding diverse experiences in relation to an issue or partnership

What to expect, what to track

When it comes to investing in spaces that might involve more time, discomfort and openness to trial-and-error than a traditional dialogue process, how do you build the 'business case' or demonstrate the impact (i.e., why it's worth the effort) to partners or other UNDP colleagues?

While it's beyond the scope of this initial guide to articulate a monitoring framework, this section offers some angles for thinking about the question of impact. As underscored, a key role of dialogue for systems transformation is to build the conditions and capabilities for new patterns of collective thinking and action. Part of the work of moving towards more futures-oriented and systemic modes of designing policies and programmes is in the ways we track progress, recognizing that we both measure what we value, and value what we measure.

Tracking intangible building blocks

Some of the 'outcomes' that might emerge from investment in a generative HDR dialogue process pertain to the intangible elements of systems change, rather than a specific, pre-defined type of policy or initiative. These could relate to the types of mindsets and capabilities held by individual stakeholders, the trust and nature of the relationships between them, and, critically, the social infrastructure – or glue for continued relationship-building, learning and collective action – built through these dialogue processes.

- You might build on this UNDP SDGi example **systems capabilities learning framework** Working draft here to consider possible areas for identifying indicators to track shifts in individual and collective capabilities that enable systems change.
- The Auckland Co-Design Lab's **"what we value: what we track"** exercise Worksheet here has some helpful questions to consider what criteria to track by considering what and who informs them.

Tip: For a longer-term dialogue process, you might make the question of measurement part of the dialogue itself. Depending on the issue being discussed and goals of the dialogue group, you can ask the group to articulate some of the values, mindsets, and capabilities they think would be important for their society to navigate the challenge or build resilience to potential risks. The dialogue space can then be seen as a microcosm – a chance to not only talk about ideal futures, but to create the seeds of those alternative futures through the dynamics you build within the dialogue group itself. Learning how to track the ways your group's dynamics, thinking and behavior evolve over time in response to the practices you use can then lend insight to how you do this at larger scales and the implications for policy.

Tracking longer-term dividends for government and UNDP

For appealing to government and other UNDP stakeholder interests in particular, it may serve to articulate the expected outcomes of this process through the longer-term implications for recalibration of national priorities and policy design to meet 21st century challenges. Some examples of what these dialogue processes might enable – via their impact on shaping means of navigation/decision-making procedures, containers and capabilities as raised above – are new or evolved policy options/policy documents/theories of change/oversight and implementation mechanisms that:

- Take a carefully considered long-term view, balancing the needs of future generations and the planet alongside immediate priorities
- Address sensitive but necessary questions around harm/risks and difficult trade-offs
- Promote more "humble government" – governance models rooted in more policy experimentation, that harness social imagination as a complement to other data and evidence sources
- Catalyze continued innovation and collaborative learning to get closer to the source of complex, interconnected issues
- Are more conscious of and intentional about addressing power imbalances that perpetuate inequities
- Enable greater inclusion, participation and accountability in multi-stakeholder engagement for the 2030 Agenda (See the UN DESA-UNDP A framework to analyse the quality of stakeholder engagement in implementation and follow-up of the 2030 Agenda (2020) for some indicators to assess these qualities)

For UNDP, some of the dividends in investing in new dialogue approaches and spaces can be articulated in terms of helping to reaffirm and deepen its role as an integrator and enabler of more future-fit and systems-oriented policy processes. As the UNDP 2022 Human Development Report Policy Options Paper underlines, "UNDP has a strong track record of convening government, opposition, private sector, labour unions, civil society, social movements and people in highly polarized social and political contexts. Now is the time to re-emphasize this role, bringing to bear our unique capabilities and position to support transformational change in this fast-changing environment." Investing in more intentional design of national and sub-national dialogues rooted in awareness-based systems transformation principles is one avenue for reinforcing and demonstrating such capabilities. Some example longer-term outcomes from such a process, for example, could include:

- UNDP is seen as both a hub of systems leaders and a resource for building systems leadership and related capacities (e.g. foresight, complexity thinking) in others
- Expanded networks of partners with shared visions, including meaningful partnerships established across players and organizations previously siloed within a development area
- UNDP is recognized as a leading player in stewarding equity and inclusion within development processes
- Increased internal capacity to cultivate, connect and support new ideas and innovation, including through ability to harness many forms of knowledge and expertise

Maintaining the momentum

We hope this field guide equips you with entry points and approaches to hold HDR dialogues in ways that inspire transformative relationships among stakeholders, with themselves, and with the social, economic, governance, and ecological systems we collectively steward. The themes of the 2021/22 HDR are particularly apt for introducing more relationship-centric and awareness-based approaches for sensemaking and decision-making, as the challenges and pathways for development it outlines remind us that quick fixes and existing solutions will not be enough.

The increasingly uncertain global development landscape articulated in the report calls for ongoing collective learning and deliberation spaces where diverse stakeholders are able to think outside the box and feel confident to act on the ideas and policy pathways that emerge from these connections.

This is a chance to reaffirm UNDP's value add in the development ecosystem as an integrator and catalyst for new ways of thinking and working within complexity and uncertainty – with a unique role for senior leaders to set the tone for this work through the tools of dialogue and attention. Yet, our ability to establish more generative holding spaces for change will also depend on the strength of our internal learning platforms. The approaches captured in this guide are only a starting point, meant to live as an iterative tool we continue to refine as further learning emerges.

As as you progress in your efforts to host generative dialogues inspired by the 2021/22 HDR, let us know what's working, what isn't, what you're learning along the way, and what new questions arise at knowledge@undp.org.

i UNDP (United Nations Development Programme) (2022). Human Development Report 2021-22: Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World. New York.

ii Senge, Peter, et al. (2015). "The Dawn of System Leadership." *Stanford Social Innovation Review: Informing and Inspiring Leaders of Social Change, https://ssir.org/articles/entry/the_dawn_of_system_leadership#.*

Annex: Key messages

Frame 1: Charting new policy horizons

Frame 2: Reinvigorating foundational values and principles

Frame 1: Charting new policy horizons

Entry point 1: No country has ever reached a state of both a high human development index (HDI) ranking and low impact on planetary pressures. What would it take to pursue development pathways that lead a country here?

Framing messages

- **The planetary pressures exerted by countries' development are now causing new forms of risks** linked to climate change (storms, floods, heat waves), biodiversity loss (irreparable but also with implications for the productivity and resilience of ecosystems) and zoonotic diseases. (Related resource: New threats to human security in the Anthropocene – Demanding greater solidarity. 2022 Special Report. UNDP)
- **Our relationship with nature needs renovation, and cultural narratives are the foundation.** To respond creatively and nimbly to today's uncertainty complex, we need to bring down barriers to people's imaginations, identities and networks, to expand the idea of what is possible in people's lives.
- **Evidence alone is not enough to change people's minds.** We must widen our understanding of human behaviour to recognise the roles of emotions, cognitive bias and culture.
- With the COVID-19 pandemic, for the first time, **indicators of human development have declined**—and drastically. The pandemic may set back global development progress by seven years.

Entry point 2: What would a policy agenda or governance model that places the issues of trust and solidarity front and center look like?

Framing messages

- **Uncertainty, inequality and insecurity go hand in hand with polarization and lack of trust.** Political polarization and mistrust shrink our capacity for social dialogue and stifles collective action. Globally, less than 30 percent of people think most people can be trusted, its lowest recorded value.
- **Human insecurity is linked to lack of trust:** Some 6 in 7 people around the world report feeling very anxious. This is an issue in countries at all levels of development, even in countries once considered "models" for development.
- Evidence suggests that **government institutions lack trust in people's ability** to interpret information and act responsibly and therefore to overprescribe with much precision the behaviours to follow, further **hurting trust in government** institutions.
- **We must break humanity's current paralysis and set a new course** by defusing polarization, rebuilding trust and allowing everyone to be part of decision-making.

Entry point 3: How might we reimagine policy frameworks to position mental health and well-being as an SDG multiplier?

Framing messages

- The current mental health crises impairs human development and limits people's freedoms and opportunities. **Children are particularly affected:** more than 50 percent of them have experienced emotional, physical or sexual violence. About 450 million children – or one in six – currently live in conflict zones, with devastating consequences for their mental wellbeing, including post-traumatic stress disorder.
- The **uncertainties of the Anthropocene are expected to undermine people's mental wellbeing** through four main pathways: traumatizing events, physical illness, general climate anxiety, and food insecurity.
- We must ease mental distress, mitigate crises and build psychological resilience to help us navigate an uncertain world. This includes significantly **expanding access to mental health care** – often a privilege accessible only to a few.

Frame 2: Reinvigorating foundational values and principles

Entry point 1: The normative principles of existing internationally agreed frameworks – particularly the Universal Declaration of Human Right – remain valid in a changing world. Yet **does an evolving risk and development landscape suggest a need to revisit and expand our current interpretation of and means of ensuring the protection of fundamental rights?**

Framing messages

- The changing landscape facing vulnerable communities – caused by demographic and environmental changes, rapid advancements in technology and science and deepening economic fragility – require us to focus on the consolidation of existing rights and the reconceptualization and expansion of **rights to accommodate these new realities.** (Related resource: UNDP RBAP Reimagining Development Foresight Brief: New Categories of Rights)
- **Climate change is likely to become a major cause of death** in many places. Even with a moderate mitigation of emissions, some 40 million people might die because of changes in temperatures before the end of the century.
- Some aspects of **new information and digital technologies** are reshaping social and family interactions, working conditions and leisure activities. Some of these changes **present negative side effects such as abuse of power and political** domination resulting from the concentration of the control of information and data by technological providers.
- Investments in preparedness, not just for shocks but also for societal transitions, can be well worth the cost. Equally important are **investments in promoting and protecting human rights** and in deliberative mechanisms that enable public reasoning in a participatory, inclusive way. Together they help insure against polarization.

Entry point 2: Is there a need to **update our narratives on what is meant by concepts like 'inclusion,' 'leaving no one behind,' and 'intersectionality'?**

Framing messages

- **There is opportunity in uncertainty.** The growing mismatch between the world as it really is and conventional ways of understanding and doing things is an opportunity to do something new. **Doubling down on human development will help us navigate the future and unleash people's potential to be agents of change.**
- Many traditional approaches to public policy – from education to finance – are rooted in the past. **Institutions need to adapt to the world as it is today in order to achieve the future we aspire to.** They must go beyond setting new policies to interact with social movements and shape new norms and values. (See more in 2021/22 HDR Chapter 3)
- Essential to flexible and adaptable narratives, in building trust and social cohesion for more hopeful futures, is the freedom for each person to have and **move among different identities** in different social contexts. (See more in 2021/22 HDR Chapter 4)
- Technology giants are concentrating in their hands more and more power over everyone's lives. The trick for us is to **bend technology purposefully towards inclusive, creative solutions** to challenges old.
- Shifting culture, for good or ill, is possible and can happen quickly. **Education can be a powerful tool** to cultivate new values and attitudes in younger generations, not just through curricula but also by envisaging schools as spaces of inclusion and diversity.

Entry point 3: Where must we **enrich our current definitions of human security and approaches** to account for the challenges of the Anthropocene?

Framing messages

- We are **facing a novel context of uncertainty** where new or shifting layers of uncertainty are interacting with pre-existing or unresolved development challenges such as deprivations. While zoonotic diseases, wars, and climate change are not new, the confluence of the pandemic, conflicts, misinformation and rising inequalities against the backdrop of climate change, biodiversity loss, and pollution, represents whole new manifestations of uncertainty for the world and everyone in it.
- **The interconnected threats we face demand a new approach to human security.** A community can only be secure if adjacent communities and natural systems are too. We must expand the human security concept, to consider, not just interdependence across people, but also between people and the planet. (Related resource: New threats to human security in the Anthropocene – Demanding greater solidarity. 2022 Special Report. UNDP)
- **Navigating uncertainty requires open and inclusive dialogue**, to explore what communities want for their futures. Change, such as green transitions, is vital but can be destabilising unless carefully managed. It also requires trust: Trust is closely associated with freedom, having even been described as a device for coping with the freedom of others, something that acquires heightened relevance in contexts of uncertainty.
- The human security frame can be enriched by 1) retaining the centrality of **agency** as a basic principle, and 2) complementing protection and empowerment strategies with **solidarity**, understood as a commitment to work together to navigate the challenges of the Anthropocene.