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Enabling UNDP stakeholder reflection on complex intervention portfolios

project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 11 - 05 - 2023

25 - 10 - 2023 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

Today's world is faced with a multitude of challenges, also referred to as wicked-problems, which emerge at the intersections of critical moments and require important decision-making. These crises are no longer restricted to borders, specific industries or fields of expertise causing to disrupt the foundation of society. Although attempts to solve them are well conceived and relevant, the legacy of linear planning seems to be an outdated model not suited for contemporary complex problems. H.W. Rittel and Webber (1973) correctly stated that the challenge lies in perceiving the process of problem-solving as equivalent to comprehending the nature of the problem as an ongoing process. In order to capture the complexity of crises, in which relations, connections and interdependency multiply, a transition seems needed to change from the current single point linear projects model to a more holistic and flexible approach.

The United Nations Development Programme (UNDP) is a United Nations organization fighting to end the injustice of poverty, inequality, and climate change. The UNDP teams are exploring the transition to a new approach on development. They connect with relevant stakeholders like governments and partner organization around the world and together approach the wicked problems in all their facets in order to find soft points for interventions which can be summed up in a flexible and dynamic portfolio: a portfolio of interconnected interventions that together can ignite a long-term transformation in the community (Unstuck by UNDP, 2022).

This approach reduces the fragmentation of (global) governance and lessens sectoral silos (Bogers et al., 2022), but instead creates a way to integrate multi stakeholder and multi disciplined conversation and interventions. However both the complexity and unpredictability are stagnating the transition. In cooperation with more than 40 country offices (CO) where UNDP is present, the steps to complete the portfolio approach are being executed. The next step is to design an integrated form of enhancing the complexity of the conversation in a more tangible manner, in which all relevant stakeholders can easily step in to learn and pursue mutual understanding. Additionally, this tangibility could be translated into an experience or artefact to facilitate conversation on addressing complex problems.

The start of a portfolio approach is about building coherence between current projects and the possible intent of the system change. After setting the strategic direction and structuring to a system transformation, a portfolio of interconnected interventions is designed in order to generate a continuous supply of intervention options ("Portfolio approach", 2022). My project will be focused on the latter part and I'll be asking the question how to make the stakeholders engage with this continuous supply and collectively make decisions using the insights from these interventions (figure 1). The approach needs development and testing in concrete situations and wicked problems like gender equality, the social contract or ecotourism. This project is focusing on gender equality in Ethiopia in collaboration with the CO. A main question will be how to work with complex issues through a portfolio approach, facilitate understanding and its dynamic management of interventions to contribute to long-term transformation?

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Personal Project Brief - IDE Master Graduation

introduction (continued): space for images

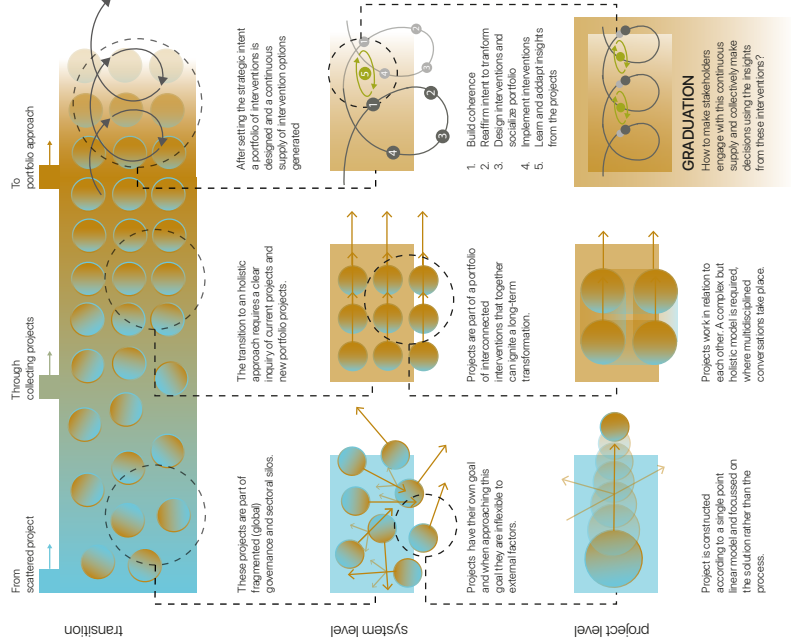
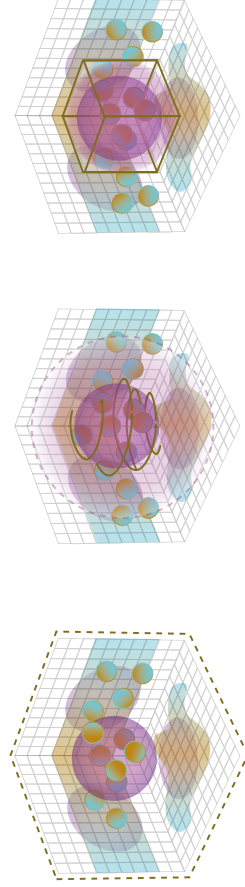


image / figure 1: schematic overview of the system transition to portfolio approach



Analyse & Learn	Codesign	Design & Test
Learn how the UNDP environment and portfolio framework merge with the current system, including stakeholder involvement	Co-design sessions with the CO team to find sense in the complexity and develop problem understanding together	Suggesting a prototype which will be tested with the CO team in a potential future scenario

Deliverables	Deliverables	Deliverables
Map of UNDP strategy (past, current and future)	Iterative design exploration of CO evaluation sessions	Tested prototype and speculated future scenario
Activities	Activities	Activities
Observations, Shadowing, Interviews, Literature research	Real life testing and iterating according to meta-design	Improvements and future scenario testing

image / figure 2: Process as captured by proposed planning

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

The limitations of reducing systems to a linear project is the possibility of creating new problems in unforeseen corners of the network it is embedded in. However the linear models are preferred over holistic approaches, because they are defined in silos in which stakeholders clearly know their own place, function, responsibilities and limits. The following 4 domains are important for a thorough evaluation of the portfolio of interventions:

- 1 - The experience - The UNDP methodology is interested in predominant mindsets and world views established within the system of the crisis (UNDP, 2022). The different perspectives and mindsets contribute to the complexity of the network, as it differentiates a multitude of crises from one.
- 2 - The positioning - Agents' recognition of their place in a complex network contributes to their motivation and capability to intervene in systemic challenges (UNDP, 2022) rather than being limited by their organizational scope. Expressing and visualizing their role in a particular system results in a better connection with other stakeholders in the same problem network (Innovation, 2023).
- 3 - The paradigm shift - As complex challenges often lack a clear problem definition (Shoshan, 2022), the intent of system change is to shift individual mental models of complex problems towards a uniform perspective, framing it as a shared alternative reality.
- 4 - The critical lens - In every design spiral, 'portfolio sensemaking' is applied, which involves evaluating relevant interventions and their insights. For this project it is the aim to enable the CO's intervention evaluation sessions to critically embed coherence and complementation for consecutive interventions to create joint impact (UNDP, 2022).

Although the portfolio approach has enough potential to overrule the limited linear projects, its potential remains currently restricted and its complexity leaves a wide array for unexplored possibilities. So how to facilitate the discussion and reflection on complexity?

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

The project objective is to design the reflection moments on the portfolio of interventions within CO teams, with the ethiopians portfolio on gender equality as case study, by facilitating the cross-project stakeholder conversations that capture the learning experiences from the constant supply of interventions.

The project is divided into 3 steps (see figure 2):

- 1 - The first phase involves analyzing how the UNDP environment and portfolio framework merge with the current system, including stakeholder involvement. This phase will be dominated by literature studies, observations and interviews. The project aims to map the strategies used in different social dynamics. This phase strives to detect the strengths and weaknesses of the evaluation sessions in search for opportunity domains.
- 2 - This phase will be about co-design sessions in order to find sense in the complexity together and develop problem understanding. New ways of making sense of the complex network of a crisis will be explored through a.o. creative thinking and speculative design. In the sessions the previously mentioned 4 domains will be discussed.
- 3 - The outcomes of these collaborative sessions are envisioned in a tangible prototype and tested in the last phase in a (potential) future scenario. A second time the 4 domains will be discussed in order to have comparable data and a quantification of the success of intended change. In addition the flexibility and formability of the complexity captured by the prototype will be tested with a special focus on the insights from interventions.

In collaboration with Simone Uriartt a suitable CO in the relevant stage of the design spiral, was found in Egypt (sustainable tourism), Iraq (social contract) and Ethiopia (gender equality).

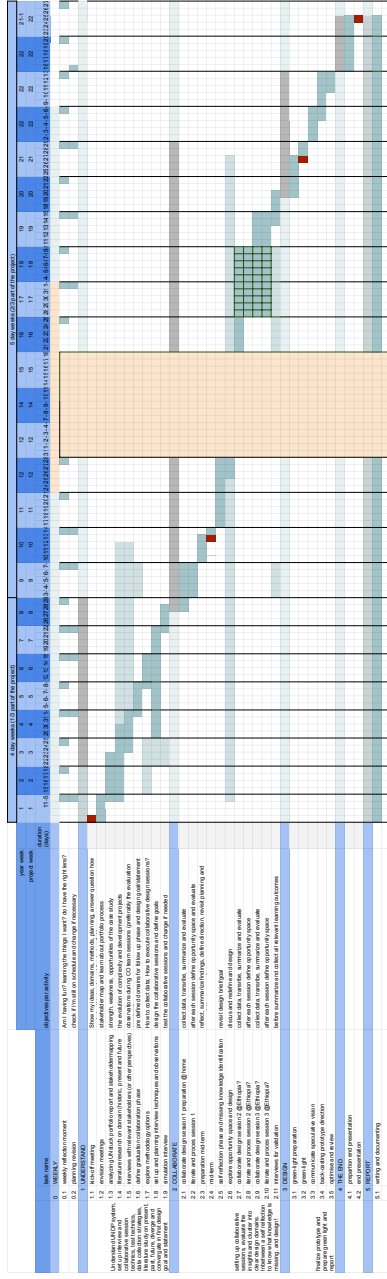
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PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 11 - 5 - 2023

25 - 10 - 2023 end date



The first phase will be in weeks of 4 days with one day of work. During this period we'll mainly focus on understanding the 4th phase of the portfolio approach in the COs. Researching interesting subdomains of this direction in literature and connecting relevant stakeholders that will be important during the second phase of this project: the collaboration. In this phase there are several observation session planned: every Tuesday I'll observe a reflection workshop from the team in Ethiopia.

During this phase we'll be working in weeks of 5 days. It's important that I'll have observed sessions in which the insights of the implemented interventions are being discussed, happening every two weeks. Because in this phase I'll have several co-creation sessions with the stakeholders and the COs on the different research domains: experience, positioning, the others and envisioned shift.

Ending in the last phase in which we'll finish up with a physical design that will be discussed. Accompanied with a future scenario in which the design can be used. These sessions should spark imagination for future possibilities.

In between I have planned a little vacation. I kept the planning to the longest scenario.

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

Combining all my interests and study directions:
During my study time at industrial design I gained interest in philosophy and marine resource management practices. Coastal communities and SDG policy around SDG 14 (life below water) were especially interesting to me. I'm excited to be able to squeeze my two other interests in this project: a bit of philosophy (of complexity) and management of policy design. And I'm looking forward to building this project within the touch points of Design for Interaction, familiar to me, and strategic product design, new for me. Research based I want to strive to my own interpretation of the research needed to steer the project into the direction that would gain the desired knowledge.

The following research domains inspired me while writing this brief:

- Independent research within frame of references: Many initiatives exist to improve communication, but these largely conform to a 'linear' or technocratic model of communication in which "facts" are transmitted (Young et al., 2014). While this model can help start a dialogue, it often stimulates selective use of information. Due to complexity also the decision on research directions are based on reductionism and the distribution of silos.

- Imperfect mapping of complexity: The map of reality is not the reality. Even the best maps are imperfect. That's because they are reductions of what they represent (Street, 2020). How we interpret the world is through the understanding of the models we made of it in order to make sense of it. By mapping out the complexity described in this brief, I most probably will reduce it to a model of a kind. Getting stuck in the model, not taking into account where it came from is dangerous. As D. H. Lawrence once said: "The map appears to us more real than the land."

- Explore the meaning of complexity: The portfolio approach honors the complexity of the case. Which avoids reduction as much as possible. However to represent it in all its fidelity is to forget that reduction enables us to make use of something. Enables us to understand. The challenge is to find the balance between reduction and accuracy of representation.

- Externalist or internalist: How do we defeat complexity? Externalists recommend that we explain properties of organic systems in terms of properties of their environments. Internalists recommend that we explain properties of organic systems in terms of internal or intrinsic properties of the system concerned. I want to look from both sides (Godfrey-Smith, 1998b).

It's about having fun, meeting new people and have interesting conversations

Putting myself in the position of having many conversations and discussions about the above described points. I'm looking forward to meeting people and collaborating within the field of policy and complexity. Having the possibility to change views and perspectives for the better is very exciting and scary!

Speculation and the collective

Integrating interesting design techniques in this project. Combining speculative design with collaborative design sessions in the realm of down to earth policy is an interesting direction for me.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

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Appendix A:

Observation - clustering

Guiding questions for the clustering of the observational quotes:

Did the quote provide insights into the principles of the portfolio approach and its methodology? Conveying either a lesson learned or a point of confusion.

With the goal to better understand the portfolio approach the team was learning about and put into the general steps of the approach provided by the SIU guides.

Did the quote shed light on the challenge and thereby offer insight into the type of information on the subject gathered by the team?

With the goal to understand the approach to complex challenges, specific formulations, or individual perspectives.

Did the quote explain aspects of the organizational structures within the UNDP and its external partners and stakeholder network?

with the goal to understand specific external influences on the team and their work as well as the influence of the UNDP self

Did the quote refer to the cultural and political context of the challenge and the portfolio?

In order to shed light on how these factors are discussed and contribute to influence the portfolio

Method	general portfolio approach	moderators opinion
		goals
		key elements
		jargon
	signs of previous method	lack of holistic analysis
	characteristics	learning network
		design spiral
	initiation	
	systemics	reframing
		characteristics
	low/high level	
context/country	cultural factors	
	political division	pushing the system negatively
		pushing the system positively
	community	contact
		layers
		impacts on the challenge
organization/network	UNDP partners	
	CO	critics
		structure
	resources	
the challenge (on gender equality)	gender inequality subjects	finance
		digital access
		jobs
		safety
	norms and values	
	on women	
	on men	
	objects	situated
		income
		knowledge

Appendix B:

Observation - summary per session

2-2-2023 (01:57:13)

Meeting the team, introduction round and explaining the expectations on the portfolio approach. Walking through the planning of the upcoming weeks. Explaining the deadline moments and the deliverables.

discuss what the changes are that the team wants to see? How to create change on the ground: where and for who? where to start looking at the systemic challenge of gender equality in Ethiopia?

The situation, context, local community, describe the difference in daily interaction, describe the shifts in the lens of community change and daily life changes.

6-2-2023 (1:06:59)

describing the systemic forces, what are systemic forces keeping the system in place and what are systemic interventions that have created change in the country. discussing why these are systemic forces or not making the first connections between the interventions.

9-2-2023 (2:14:02)

Explaining what positions are and collectively configure the positions of the portfolio on gender equality.

Making sure there is enough overlap and comparing the old work with the new work. What is the intent of the collected old projects?

limited resources of the UNDP make it important to narrow down the portfolios positions and also connect them with each other to reinforce and induce strength. make it comprehensive but avoid complexity understanding the differences between solutions and systemic forces on the system and between positions and pathways.

keep the intentions focused, but explain the broad effect of the whole, zoom in and zoom out. Possibly combine them with the positions and goals of the rest of the CO in order to gain engagement of the whole office, understand the intent of the CO and avoid siloed thinking interventions are for learning, not specifically for impact. So when the team starts designing an intervention it is important to describe what the learnings of the intervention could be.

diversity in interventions, when there is diversity the team can compare and the portfolio becomes resilient.

explain the in-between pathways, how do the pathways connect and reinforce, but also how can the route look like that bring the team to the objective of that pathway.

28-2-2023 (1:58:01)

make the portfolio resilient by adding multiple pathways for the same position
find elements of other example pathways (from other countries)
that can be of use, this is part of sense making. This is important to understand the possibilities and effects of interventions. But most importantly to understand the learnings that could be gained by having a critical position towards the projects and their achievements. Here different tools can also be of help.
both top and down have to be aligned, representatives of these different levels don't always represent the whole level. Although engagement at the community level is time investment. it is important to know and to ask who the target group is and what they need and use in daily life?
women don't always know their own rights or understand what is needed for them. While some companies exploit the characteristics based on gender and the lack of information.

3-3-2023 (1:28:42)

comparing and connecting the possible pathways (3 per portfolio position). First the example pathways were discussed and evaluated on their effectiveness, suitability for Ethiopia and their ability to work towards a certain result. This exercise created an idea around the concept of pathways and introduced possibilities. The next step was to conclude pathways that suited the position of the Ethiopian positions. Asking the question whether it would result in a rich pathway.
interplay between bottom up and top down mindsets
woman have to be part of the building up (of technologies for instance) in order to become a consumer
understand the results of pathways and what those might be for the portfolio's intent. This team looked at pathways in order to create a resilient portfolio. If one pathway would fail, due to unforeseen events (a partner would drop out) the position could still be achieved through the other pathways. The team will at one point have to make a priority list of the pathways (most effective, most feasible etc)

6-4-2023 (1:22:01)

alignment with the CO: The current positions were connected to the work of the rest of the office (countries priorities). How would this portfolio be pitched to the office in order to get the support of colleagues and ensure feasible resources that are in place or reachable. The sections of the country priorities valuable for this portfolio were selected based on previous work: The current programs on gender equality uncover the reach of the challenge at the moment. How are the positions internally connected to one another and to the other subjects? And what is sufficient enough to call these effective overlap? The overlap was mostly found in overlapping projects that the UNDP was already covering. Are there other ways?
The connections were made based on the key propositions, the point of improvements from the CO on the work on gender equality thus far: go beyond policy, localize the work, create continuous feedback from the ground.
The first formulations of a pathway, try out some different formulations: what are based on the connections made the most prominent directions: how to achieve the positions.

13-4-2023 (1:57:37):

considering all the pathways per position. cluster the current pathways, later the gaps will be filled. First analyzing whether the pathways are sufficient enough, or do they overlap at certain points. Discussion about what are the intervention-, pathway- and position level. What is the intent, the way to get there and the means. When this is clear the pathways are reconsidered and repositioned in the correct context and under the correct intent. Are there things missing the positions? Are all levels represented?

16-5-2023 (2:02:21):

reflecting on the portfolio approach
portfolio governance management
discussing an informal M&E framework: how to lightly collect learnings?
This session was mainly about the future of this portfolio. With whom will meetings be continued and how often will this be? Furthermore the possibility of intervention management was discussed in order to give an idea of what an intervention looks like. There are 3 possibilities for interventions: big long term interventions with a broader purpose, smaller and quick interventions (also called options) with specific learning intentions and experimental interventions (could be a collection of interventions).

2-6-2023 (1:53:29):

map existing/ complementary work for the pathways (pathway 1-2), that the work of the portfolio could build on. What are the missing elements that are needed to fulfill the specific pathway? So Again it is described how the pathway will go down is that possible with the current events and resources?
brainstorm opportunities and interventions, look at the current projects, do they fit in the gaps (expand their resources?)
prioritize pathway
verify spread of interventions: does it cover all areas of the positions.

9-6-2023 (56:23):

continue the pathway mapping: existing interventions/projects and possibilities/ gaps. what is missing in this network of interventions and partner resources (pathway 2-3)

15-6-2023 (1:40:11):

Pathway 4 is discussed on its gaps in the network

6-7-2023 (1:39:03):

generating the AI output on existing interventions, resources etc
building upon those outputs and connecting interesting points and relevant for ethiopia
build upon those connections and formulate possible interventions
deepen the interventions with relevant existing stakeholders and beyond

13-7-2023 (1:49:46):

revisiting the work done in the previous session, because of missing team members

19-7-2023 (1:05:59):

the first internal meeting with colleagues from other teams within the CO Ethiopia. There were two other colleagues present. The moderator and one team member explained the pillars of the portfolio. They were going to look at one pillar specifically and look at the pathway on transforming perceptions and shifting norms with respect to this transformation right on decision making and influence. The colleagues could read the information accumulated by the Ai tool that got information on success cases from other countries, the strengths and weaknesses of Ethiopia and other relevant stakeholders. Based on this input the Ai created possible and new interventions. The participants read those and gathered the ones relevant for the context of Ethiopia. From there each participant chooses a gap or intervention possibility not yet covered by the UNDP or its organization. New interventions were discussed.

20-7-2023 (1:48:06):

same but then for another position and pathway: with the women financial women friendly financial ecosystem. This seems to be one of the best sessions in terms of collaboration. maybe because it is a matter of combining and there is not a good or bad it is about giving input and the process before doesn't really matter. New things come to light, new knowledge and expertise

3-10-2023 (1:38:49)

mixing the interventions, old and new in order to create the full picture of the pathways and the interventions covering the positions. The question is, are the interventions enough, does it cover everything in that particular pathway/position? Per pathway a colleague is set on finding and mixing the interventions. describe the new resources and collaborations.

17-10-2023 (1:28:48):

again a day of mixing the intervention, this time to position resilient economic opportunities for women. The position has 3 pathways: Digital market access and digital literacy to ease access for women to markets and sell goods, Women friendly financial ecosystem, Supporting women in building agricultural businesses with a small land footprint, either in niche products or in value addition. mixing and matching intervention between these domains. The options seem to be, delete redundant intervention, combine overlapping interventions and develop new interventions. The goal is to find out whether the intervention mix is sufficient enough to make all pathways possible and whether it is varied enough to sustain unexpected situations.

31-10-2023 (1:18:14):

Safety and security positions are being discussed similar to the previous sessions. Combining even parts of different positions, overlapping them by the intervention that focuses on similar goals.

7-11-2023 (1:35:45):

discussing the portfolio slide decks, what should be changed and added for the donor meetings. Additionally the interventions are prioritized and rechecked whether it is sufficient or redundant.

Setting up the starting elements/points			creating the sufficient positions		
	Portfolio activity	Detailed input	Example formulation from case study		
2-2	Creating team cohesion, planning and planned deliverables				
Insights of the activity	The insights of the activity				
2-2	Unpacking change from a more community and daily life point of view: context, situation, groups	Defining the starting angle for the portfolio approach: Redefining the previous shifts in a way that describes the changes on community level	Women in peri-urban settlements women will be drivers and leaders on buildings reliant communities	6-2 what is keeping the system in place? forces and bright spots changing the system	exploring what systemic change means and what are systemic forces? women's lower participation in education which means they are less likely to gain leadership positions in government
Insights of the activity	The insights of the activity		The insights of the activity		
9-2	Identifying positions	what is it the portfolio needs to shift, system level changes	Safety and security is achieved for women, including addressing SGBV	Imagining the pathways 3-3	How to achieve the intended positions, is it possible?
28-2	find example pathways and interventions	deconstruct the pathways in order to describe the relevance and take-aways for Ethiopia	Increasing Women's Political Participation Through Effective Training Programs	3-3 deduce the relevant elements of the examples into pathways relevant for the positions	understand how the pathways are constructed and why Establish local level women structures and networks/strength the existing one. (Access to supporting networks)
Insights of the activity	The insights of the activity		The insights of the activity		
16-5	portfolio reflection	What are the personal aha-moments and what changed in the way of working due to the approach			
	portfolio governance management	How to implement the interventions in the CO and how to manage the learnings? discussing an informal M&E framework: how to lightly collect learnings			
	Setting up the starting elements/points				

defining the alignment with other CO priorities	pathway design			intervention design		
<div>6-4</div> <div>portfolio alignment check between the positions and the country office specific priorities</div> <div>describes how the portfolio positions contribute to the specific country priorities</div> <div>describe contributions to other endeavors related to CO priorities and the position to increase impact</div> <div>Increased women green entrepreneurship</div> <div>The insights of the activity</div>		<div>13-4</div> <div>Describing about 4 pathways per position as a means to achieve the position</div> <div>In order to create multiples general approaches of achieving a position</div> <div>Are the pathways sufficient enough to fulfill all the conditions of the positions?</div> <div>create a hierarchy in the impact of the pathways per position</div> <div>The insights of the activity</div>		<div>6-7</div> <div>connect the output of the AI (success examples, resources, actors, and institutions, generated intervention ideas based on examples and generated new ideas based on Ethiopian context)</div> <div>describe the interventions based on the interesting connections</div> <div>complimented with the present resources and stakeholders and missing ones</div> <div>School Based girls leadership Development programme</div>		
<div>7-11</div> <div>discussing the portfolio slide decks, what should be changed and added for the donor meetings. Additionally the interventions are prioritized and rechecked whether it is sufficient or redundant.</div> <div>sufficiently tell the story of the position and pathways</div> <div>The insights of the activity</div>		<div>2-6</div> <div>map existing/ complementary work per pathway and define the gaps</div> <div>map existing and possible interventions</div> <div>brainstorm on possible interventions</div> <div>prioritize a pathway in order to create hierarchy in resilience</div> <div>Public Transport Initiatives: Use the extensive network of public transportation in Ethiopia (like minibusses or "line taxis") to disseminate information about women's leadership programs and opportunities.</div> <div>The insights of the activity</div>		<div>3-10</div> <div>mixing the interventions, old and new in order to create the full picture of the pathways and the interventions covering the positions</div> <div>create a combination that covers all pathways per position</div> <div>formulate the story of the interventions per position and pathway</div> <div>describe the missing and present resources, what needs to be mobilized?</div> <div>The insights of the activity</div>		

Appendix C:

Overview team

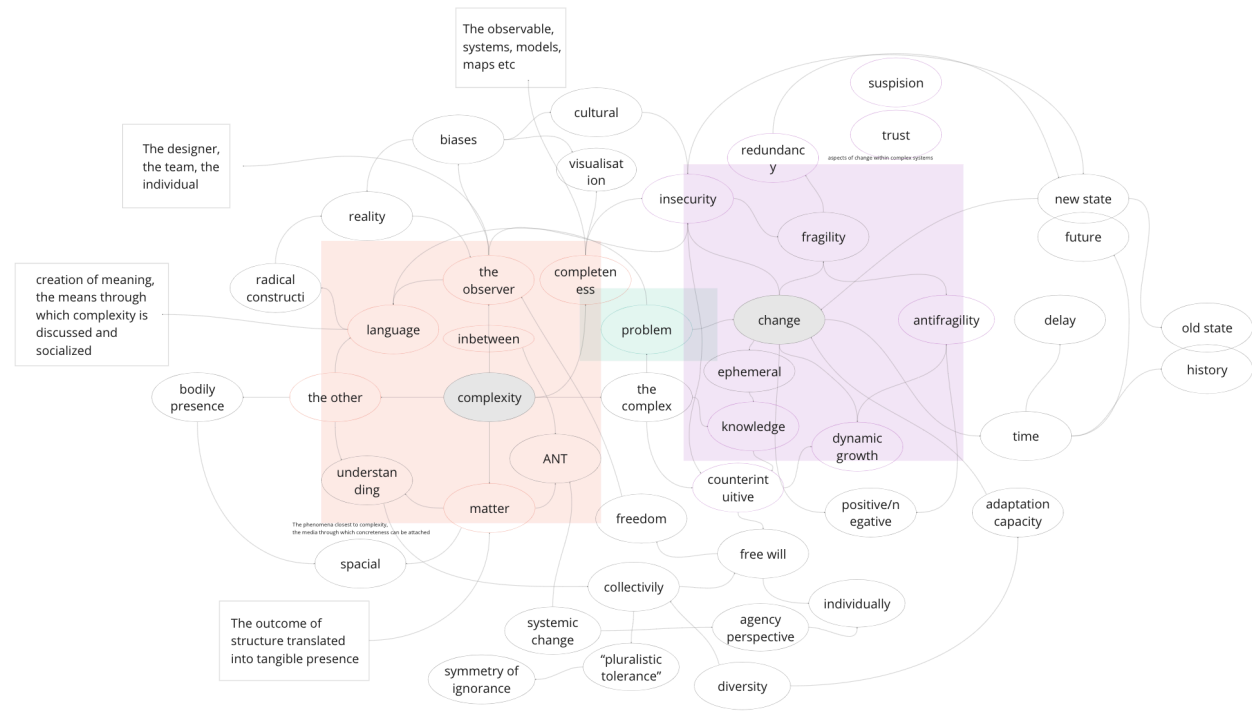
Role	function
The head of experiments	Instituting rapid learning about emerging challenges
Portfolio Management Specialist	leading to further professionalization and standardization of our project approach
The project manager and Technical expert from the accelerator Lab	informing about what is happening on the ground; what challenges do communities face on a daily basis and what could be opportunities to apply innovations?
The head of exploration from the Accelerator lab	search for the emerging, under-the-radar unique new solutions. How innovations may impact current policies and practices in the future?
M&E specialist	provides the team with advice and strategic guidance for effective implementation and result-based management,
The head of solutions mapping	proposes new idea creations, problem solving and knowledge sharing initiatives to accelerate bottom up solutions and strives to embed innovations across different projects.

Appendix D:

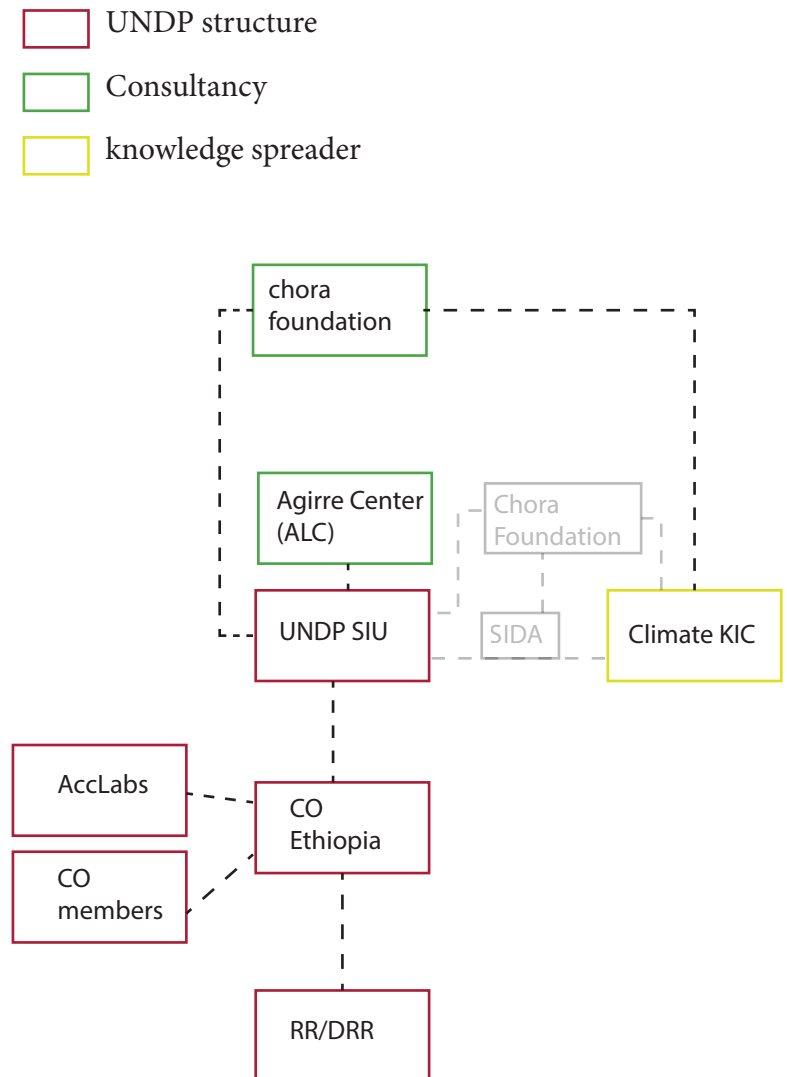
Interview overview:

Interviewee	Date and duration (all online)	subject
Interview 1	20 juni (35 minutes)	Acc Labs
Interview 2	24 august (60 min) 27 september (60 min)	research on portfolio implementation and funding (follow up conversation)
Interview 3	31 augustus (75 minutes)	waste management portfolio
Interview 4	22 december (65 minutes)	portfolio implementation

In this image a part of the literature research is shown in a wordweb. The words were found through a (very) broad research on complexity in different disciplines. By starting from concepts related to the observer, the observed, language and matter in the domain of philosophy. By ending with a bridging question towards a more concrete domain as communication new concepts and theories would be found that would continue on the same thread of ideas. Ending with a variety of interesting points of views on the concept of complexity that were relevant from personal points of view and strengthened further research.



Appendix F: Organization



This visual shows a part of the portfolio learning network. Based on the research of Kateryna Pereverza. The names that were mentioned during my research are included, but not further integrated in the research. This map shows how a part of the portfolio learning network works and extends.

Appendix G:

Case study -

The specific observations

The following points can be considered as points of improvement between team and portfolio approach These points are observed during the CO team meetings as stagnating or difficult. The expressions of the team members are described next to description.

Portfolio implementation depended on the CO (organization)

Whether a portfolio approach gets a chance to be successfully implemented depends on the CO and its leadership. Due to an ongoing capacity building within the teams of the CO regarding portfolio experts, the responsibility of implementing the method sometimes shifts to the (D)RR and the form of leadership present in the CO. Which results in an arbitrary interest depending on time, professional background and investment of the representatives. This reflects back in the boundaries the team experiences in their portfolio work.

The former representative (RR) was really engaged in all these innovative topics. He was really working closely with the Director of System Innovation at the headquarters, he was really into it. Therefore, he also chose me and pushed me to do this whole portfolio approach. The person who was actually responsible for implementing the portfolio approach was the deputy who was about to leave UNDP and so he didn't really care about it. - UNDP portfolio implementer

The current leadership will be staying, So they will be leaving by the end of August or early September and the RR is actually expected to leave by the middle of this month. But there are negotiations going on to extend his stay until mid August or end of August. - member about the current development in the CO leadership

Limiting transitional capacity (organization)

The development of the capacity of the UNDP organizational reach is a returning subject in regards to analyzing the depth of the challenge. There is not always time, money and human resources available to dive into the depth and research the community based values and structures related to the challenge. In short, taking time for the reframing through deep listening. As this is one of the criticisms the team received on their previous endeavors, it is a topic of discussion. Besides this a search for the correct and effective tools to do such inquiry is still in progress.

As, UNDP, there's a limited amount of capacity that you have. And so what you're really gonna need to do is to identify what are those places in the system where you can have the greatest leverage, right? that will engage further downstream changes. - Ethiopia CO moderator

Within some CO's there are signs of staff shortage. This results in the distribution of CO projects over just a few employees, stagnating the development to a portfolio implementation as this needs time and attention from the employees. Therefore some of the portfolio efforts fall short during the beginning phases of the design spiral.

They needed to hire people in order to be able to think in portfolios because it doesn't make sense to have one person who's responsible for 18 projects. So we were like, OK, in order to actually get to the portfolio project, we need to hire project managers. It's much needed that people understand at headquarters that they need to hire people. - interview 4

Missing tools for broad stakeholder collaboration (team)

It is desired to gather all stakeholders involved in portfolio meetings in order to collectively create alignment and overlapping organizational scopes. Due to time schedules and limiting time availability a broad stakeholder meeting is difficult to arrange. Therefore the stakeholder meetings are divided in 3: meetings with donors, with the stakeholders and with the CO internals. Amongst those the groups sometimes prioritization and organize meetings in silos are necessary in order to make the meetings manageable.

The partners tend to work in silos, and there is no real platform where they can coordinate activities. - Ethiopia CO team member

UNDP, the other stakeholders between other stakeholders and each other, right? So maybe they're building off of each other's interventions as well. So there needs to be some sort of backbone that actually brings these stakeholders together. So it doesn't just happen once at the design stage, but on a continuing basis that we're able to complement each other in the pursuit of gender equality. - moderator CO Ethiopia

Missing tools for broad stakeholder collaboration (team)

Although the systemic approach of the portfolio is well developed and equipped with a growing amount of methods and tools to explore the possibilities amongst CO teams, there is a lack in envisioning the systemic implementation of the approach. Including the lack of portfolio experts, amount of employees, and structural learning facilities in networks.

You cannot implement this system thinking without the systemic approach. - interview 4

Improve learning network globally and within the CO (organization)

Another element that is in construction is an open network of people working with the portfolio approach and sharing knowledge on this end. While there are several networks in place to facilitate learning amongst organizational streams, there are still some expressions of isolation amongst the portfolio workers.

this idea of having people together, because I was doing those workshops on Co creation. People were so amazed they talked for the first time on the topics they were like: oh, you're also doing something on elections I didn't know. They are working on the same floor. How are you not talking with each other? Do you have spaces for this? - interview 4

I think sometimes what happens is we make portfolios that are very self centered,... a good portfolio is going to bridge the needs of different parts of the country office,- moderator CO Ethiopia

Recurring big words that feel like empty phrases (team and individual)

Big and abstract words lose their impact as it may complicate the conversation. Either big words are used without compromising the meaning of the interconnected interventions seen in the portfolio approach or we stay in an abstract explanation of the portfolio and leave it up to experience and interpretation.

When women use those leadership skills to organize and to build coalitions, and to then, you know, kind of make their voice heard right, that that is an increase in power. But the development of leadership skills that by itself, I don't think increases power. - moderator CO Ethiopia

Respective review of the portfolio (organization)

All donors, stakeholders, potential partners and internal CO are reflecting on and forming the portfolio approach, creating multiple external decision making factors. For the donors the important aspect of the portfolio is that it is an addition to what is already being funded in the domain and how it contributes to a new change, this is where the overall narrative of the portfolio is relevant. For the potential partners and stakeholders it is important to give a chance to create a collective understanding and collectively find gaps that can be filled. Within the country office it is necessary to create alignment with the CO priorities, other portfolios and projects and the CO partner network in order to foster internal engagement.

this donor engagement session. What do they want to see essentially in the gender equality space? And how do those interests potentially align with our portfolio? Because if our portfolio does not respond to what they want to see, then it's not gonna get funded, right? It's not gonna get supported by the government. - Ethiopia CO moderator

We better have a pretty good reason that this portfolio is going to do better than the existing things that that donor is already funding, right. So the donor has a whole landscape of things that they're already supporting. And so the narrative kind of tells a story about what's unique about this particular portfolio. What are some of the things that we've discovered or that we found? - Ethiopia CO moderator

We want to leverage the collective intelligence of all the different stakeholders who have stuff running in this space to get their feedback and to understand how they could play a role in the portfolio. - Ethiopia CO team member

At some point your RR said that one of the things that they like about this portfolio is that: by making services you know things like services or access to decision making more accessible for women. We're also making it more accessible for other groups that are marginalized. It could be ethnic groups, for instance. I don't know what they had in mind exactly. But that was an interesting Cobenefit of the portfolio, an interesting perspective on this portfolio. - Ethiopia CO team member

Building on piecemealing partners (team)

Organizations already in the network of the challenge are narrowed down to the organizational scope and are mostly limited to direct needs of the challenge and piecemeal projects. This resulted from limited resources and created a lack of alignment with the organization that can potentially bridge the gap found in the portfolio. Exactly this is what the portfolio approach tries to overcome by strengthening the network between potential partners, however this requires the promotion of implementing a portfolio approach by partners. Which delays the overall process.

This is a critical gap in this country. Even UN agencies like UN women, they focus on a few areas. You know I used to work closely with them and they mainly focus on addressing violence against women and most often organizations do - Ethiopia CO team member

To the organization: You know you've been working closely with partners. X&Y. Could you help us get connected to them so that we can make sure that we can also work with them to do capacity building for justice sector institutions on gender? Or could we deliver this work alongside the work that you're doing, in a complementary way? Do you think we can ask them [the partnering organizations] to do more? Significantly more work than they're already doing? - moderator and team member CO Ethiopia

Disagreement on organizational reach (organization and team)

Discussed nuances of the communities of concern shed light on the UNDP possible reach in these communities. The organization and the team face challenges when fostering deep and embedded change. But mainly question until where it is suited for the organization to intervene or act. Or whether the team efforts should stay on macro level, instead of also analyzing the deeper layers of the micro level.

how an international organization like the UNDP could contribute to change within norms of a community that has been living with these norms for a very long time. - Ethiopia CO team member

We have at local, regional, international levels engagement, but at home that's more of a micro level engagement and I doubt UNDP is engaging at that level. Let's focus on the macro level and the major level structures like national for example we have programmes enhancing the participation of women in elections, in national elections, regional elections. So it's more of a macro level engagement and communities. OK, let's keep it like that. - member CO Ethiopia

Identify the systemic forces instead of the problems (individual)

The systemic portfolio approach shifts the attention from defining the problem of the challenge to accurately identify the systemic forces. The team has to redress the idea of solving problems within development work and instead focus on the forces in a system that keep the status quo in place. This changes the expectation of igniting development that a certain problem and ultimately solution will prevail, requiring an adjustment of the expectations and objectives of the team's ethos. First and foremost there is a missing element, that of a clear problem statement, making both problem and solution elusive. Additionally the directions the team tends to focus on are not directly linked to systemic forces, but are merely entry points for direct development.

I see some other [post its with forces keeping the system in place] like women don't have the right financial knowledge or lack of financial customized financial packages, I would say these are probably not systemic challenges like these are actually very solvable challenges, but that doesn't mean they're easy to solve, but they are challenges. You could run interventions, for example, to address, so that's probably not so much an answer about what's keeping the system in place, right? - moderator CO Ethiopia

The limited access to digital technology and the angle to digital finance. But it seems to me that the problem is even bigger than that. And once you build that connectivity, it doesn't just have to be finance, it could be government services, it could be information, it could be markets as well - moderator CO Ethiopia

But our goal, our goal is not to identify problems and constraints and challenges. Our goal is to identify the systemic forces that are holding the system in place or that are moving it in a new direction.- moderator CO Ethiopia

One aspect of taking a systemic route is moving from superficial problem solving to the level deeper beyond the experienced problem and inquiring the reasons behind a certain issue being directly solvable. This reaction of the moderator keeps the significance of defining these problems as an entry point for going deeper.

So I'm seeing things like lack of financial access and lack of I guess collateral and what would be helpful is as we're thinking about the systemic causes of something, maybe it's good to take that a level deeper and ask why is that the cause? - moderator CO Ethiopia

Expect insights from details in differences and similarities (individual)

Taking the interventions from other portfolio's and even projects as an example. In order to trigger the feeling for what an intervention could be and mean within a portfolio. This means for the team members to read the interventions and scout them, not only to learn about them, but to deduce the elements of the intervention that could be useful for their own context. Requiring the members to fully unfold the interventions in its: effect, reaction, players, set up, etc. Comparing differences may shed new light on how change has occurred.

looking at positions

speaker1: they are similar

speaker2: they are the same, although they have some differences.

I think this is a good strategy. So I often do the same thing, right? I'll put all of the interventions in one place and then I'll kind of move the similar ones next to each other and then ask myself do we really need both of these? Is there some way to merge them? - moderator CO Ethiopia team

What to expect from partners (solutions)

Including partnering organizations in the ecosystem, recalls some questions. It is difficult for the team to describe what to ask from partners. These are meant to fill the gaps, extend maybe even their scope or facilitate connections to other organizations. How to formulate the collaboration with these new partners then becomes a challenge. There seem to be different forms of collaboration in this context. 3 are described in the quotes: reformulating the organizational scope, extending the network to their partners, target partners for strengthening the portfolio. It is understandable that each requires another approach strategy.

What are they already doing or what could they potentially repurpose that they're already doing and help us come up with ideas for? What are some of the things that would fill in the gaps? So we're laying out the story in the narrative, of course, as at the start of this workshop about how the goal is to. - moderator CO Ethiopia

You know you've been working closely with partners. X&Y. Could you help us get connected to them so that we can make sure that we can also work with them to do capacity building for justice sector institutions on gender and IRS, right? So it could be something more like or. Or could we deliver/ Or could we deliver this work alongside the work that you're doing right in a complementary way? Think we can ask them to do more? You know, significantly more work than they're already doing - moderator CO Ethiopia

The one thing I would say though is I think that in partnership with Private sector is actually a force multiplier for the work that you're doing because once you're not going to run the, you know, UNDP's not going to run the leadership development inside the private sector, they're going to, they have their own resources, right. And so I actually think you can build that into an existing into, I wouldn't delete it. Because I think it it will expand the work that you're doing in in good way - moderator CO Ethiopia

Differentiate between cause and effect (individual)

The meetings present several causes for similar effects. The design of a pathway is a reaction to exactly that. The goal is to accurately capture and formulate the causes that can create a certain effect. However, for some issues the line between cause and effect has become blurry, which complicates the indication of being an intervention or a position/pathway. Although analyzing cause and effect is an indicator of linear planning viewed in a straightforward and sequential manner, it also constitutes an element within systemic thinking to formulate interrelations on a more detailed level.

Is there some place here that you think early warning systems might fit in? Mhm Or that it might be a result of one of these things [pathways] as well. - moderator CO Ethiopia

I'm interested maybe in thinking about how do they contribute or reinforce each other,- moderator CO Ethiopia

In the portfolio context, of course, we see the cause and effect, but not in the linear way. We also see the relationship among, for example, the causes or the effects in a systematic way. So we're not producing a vertical way of problem analysis or project design based objectives, but rather a very complex relationship among the problems that we have identified for the project. So it's kind of a systems thinking that is driving our way of looking into a problem. So that's what I'm trying to say. It's not a one way of looking into. - team member CO BiH

We said that the previous way of doing it is a sort of linear cause and effect relationship and that that's the basis of designing projects. How do we think about cause and effect in a portfolio context? - moderator CO Ethiopia

Detached from the ground level and the people (team)

There prevails a distance between the people who are affected by the interventions of the team and the team members themselves. As the quote explains there is not enough resources to tackle this problem, but tools are discussed to form a bridge. The first quote discusses how the vision of the teams can stay the same, because of little external input from these communities. But both the CO members and the team confirm this group to be vital for change in gender equality and in this cycle extra attention is given to let the voices and perspectives of the community show. Not through direct participation, but through organizations closer to the roots.

if you don't have these people on the ground you just stay there in your vision. - UNDP portfolio implementer

But an engaged community is a point of convergence between what the other people across the country office want, let's say in the justice portfolio and the Livelihoods portfolio and what gender wants, right? Because women are actually an opportunity to create these agents of change in communities to actually find out what is happening on the ground, And when you can create those combinations, then you can really get the rest of the office on board, - moderator CO Ethiopia

Portfolio a route to learn (individuals)

The portfolio that is made during the observations functions as a first time round through the portfolio design spiral, hinting on upcoming iterations in the future. The first round however is creating a setup in order to define the first set of reframes of the challenge. Based on this the efforts can be revisited. The following quote also implies that the method is based on following a clear set of steps, however the portfolio is not a stepwise approach, it is growing based on its situation. Clarifying this attention may change the attitude with which the team contributes.

It's still hard to explain that a portfolio is a process. its learning that it is a learning process - kateryna

Let me try a response and you tell me if I'm understanding correctly. But what I would say is that reflection is not milestone based. The reflections and the extraction of learning is time based or cyclical. So, we do it every month whether something was accomplished that month or not. Because the learnings are not just about what has been implemented and accomplished, but it's also what are implementing partners finding hard to actually get going on the ground, right? Are we learning things from the process of actually trying to get things running there? There are learnings across this entire spectrum. - moderator CO Ethiopia

The burden and blessing of top down management (team)

Although it is good to be critical about a top down approach, it also has its value as it enables the ecosystem network to be established and a strategic intent to be formed. The team sometimes seems scared that the portfolio and its interventions are too top-down.

Just I want to know if there is a chance actually in the design process to engage the client, the community, the woman themselves or to validate if the interventions are really desirable from there. A side It looks like the design process looks very top down, like experts talking. What we're going to do for the people, so I'm a bit concerned.

we're demonstrating and we're learning how we can create systems change so that it can be expanded or replicated, right? So many deep demonstrations don't happen at a national scale because when you're trying to do work at a national scale, often it's about actually delivering that result. And it's very difficult to create a system change at a national scale. So really this point that you folks have made about localizing the work, we're gonna bring it in. I want to bring it into the work that we're doing on the portfolio design. I want to make sure that we're really thinking about it. In local terms, not just necessarily at a high level. - moderator CO Ethiopia

Language limits in complexity (team and individual)

The capacity to explain the portfolio and its complexity is limited so is the tolerance of language. Simplification is not an option to get the approach across, however it is required to a point of mutual understanding and most importantly create the context for engagement. There is a threshold of oversimplification that does not do justice. This creates an anticipatory misunderstanding resulting in a fall back of the reliance on old understandable paradigms of development innovations. The consequence is that it looks similar to the old list of projects instead of a continuous learning process that it intends to be. This asks for a balance between an easy accessible format for understanding the portfolio approach while avoiding oversimplification.

I'm really trying not to use our previous word, like for example in our previous practise - team member CO Ethiopia

we don't fully sort of internalize this idea of portfolio ourselves, even those people who are working with visit already for some time. It's still easy to fall back to basic definitions, which are not correct. - interview 1

It's comprehensive. Yes. But is it too comprehensive? That's partly the question, right? In our efforts to make things comprehensive, we sometimes make portfolios too complex. - Ethiopia CO moderator

The simplification used to explain the complex parts of the portfolio approach, fails to articulate the principles of the portfolio in the correct manner. - interview 1

we should not bend to the expectations of the listeners. and understand that questions can also be with the purpose to provoke. to get a simplified answer. something not to strive for and not to apply to - interview 1

After a webinar in which the portfolio approach was explained, someone from the listeners asked the question: okay, but what is your portfolio? and the answer failed to capture the process of the portfolio and went back to the linear listing of projects instead of emphasizing the narrative of the portfolio approach. -interview 1

Assigned role division (individual)

Subject specific activities were not easily done without the team member assigned to be the one with that specific knowledge. Not all team members were present during every meeting. It became clear that some subjects meant for certain team members. Although when there was no choice a fair start or discussion could be held without the specific expertise present.

Our concern is: it's only with us and me and we are not the subject matter specialists, actually we can contribute to this section because most of the country offices work on Finance, entrepreneurship and innovation. But some of the other sections: The security. might be a bit challenging for us. - team member CO Ethiopia

Leave expertise behind also in research (team and individual)

Even in research the expertise, yet still relevant, is less important. The voices of the common people want to be heard, not to confirm assumptions, but to confirm reality.

When you folks did those short interviews, who and what kinds of people did you talk to? - moderator CO Ethiopia

We talked to...It's not like we interviewed experts, it's not like selecting somebody who is, well, an economist or a lawyer, it could be anyone, any commoner, any layperson or it could be an expert. Also it could be a journalist. - member CO Ethiopia team

I think the point is to not interview people who are conventionally thought about as experts because actually, you know what, UNDP already knows the stuff that the experts are saying, right, you're part of all of these forums. You read the articles. Everyone's already doing that. - moderator CO Ethiopia

nuance between words for targeted change (individual)

The subtle difference between the meaning of perception and norm influences the targeted change the speaker has in mind when saying either one of them. Either referring to understanding and interpreting the environment of stakeholders or the unwritten rules prevailing in a community. The respective influence on development work is shaping attitudes and responses of stakeholders or setting the boundaries for development efforts. While perceptions are on a personal level, norms are deeper embedded in societies.

I wonder if it's social norms or if it's perceptions. And I realize those two things are tied together, but actually perception is a more specific thing than social norms. And I at least it sounds like a lot of it has to do with perceptions. - moderator CO Ethiopia

Difficult example: I think we are on the same page on this. There are enormous differences for example if you look at communities in eastern Ethiopia, the Muslim dominated communities, the clan leadership is really strong. It could be stronger than the formal institutions of governance. And women, by law of the clan, could not be leaders of the clans. This is a strong norm that existed for generations in those local communities, but in terms of engagement, we may prioritize whether we focus on addressing the norms or the perceptions. - Ethiopia CO team member

Overlap with old modes of working (team)

Trying to find overlap or creating overlap between the old and new way of working can emphasize the old as a way to see the new. In the beginning the team is trying to find the overlap or explains the portfolio approach based on comparing with the old.

So what I would say is, if you if you're always kind of trying to translate what we're doing back into theory of change, what's gonna happen is your language is still going to be theory of change - moderator of the CO Ethiopia

I think some colleagues also have a feeling that we are repeating things because when we work at one of the shifts some of the problem definitions are already made. - team member CO Ethiopia

I was suggesting that probably we copy it and take it down and compare and see if there is anything missing that we can add on to Carl's new canvas. we can update Carl's canvas so that it enables us to move to the next step, - Ethiopia CO team member

So I think this architecture is similar to when we designed our theory of change. We mentioned some similarities and differences in languages, can we mention some similarities and differences from when we develop a theory of change or a programme?

We are following a similar type of pattern. So can we mention the similarities and the differences? - Team member CO Ethiopia

Minimal online (and offline) group interaction (team)

Although the quotes expose the expectation of intense team collaboration, during the online meetings there was minimal interaction between the team members. Conversations run via the moderator, but never directly addressed to other present team members, indicating a certain preset focus on the story of the moderator.

speaker 1:

By the way, have you folks already discussed this amongst yourselves, or is this kind of the first time you're saying all of it comes together?

Speaker 2:

I think we haven't discussed it.. - moderator and team member before the online meeting

This idea of having people together seems important to me because I was doing those workshops or these workshops like Co creation. People were so amazed they talked for the first time about their topics there. Like, oh, you're also doing something on elections I didn't know. Like guys, you're working on the same floor. How are you not talking with each other? Do you have spaces where people actually could talk with each other? - interview 4







Appendix H:

Ideation method

The designerly approach of Josina Vonk used to shape social structures functions as a mediator to develop ideation for experiments with the members of the UNDP. This approach is used because it resonates with the reciprocity of visible and invisible parts of a network, The iceberg model is again used to explain this reciprocal relationship of elements that keep a system in place and consequently acknowledge it as an ephemeral network. (figure XXX)

Reflexivity is the actor's awareness of social structures that they inhabit and reformation is the intentional efforts of the actor to influence these structures (Vink et al., 2021).

The 6 modes of reflexivity that Vink elaborated in a framework is what is used to create a sense of the possibility through which reflexivity is built (Vink & Koskela-Huotari, 2021): temporal, material, corporeal, relational, cultural and cognitive. With on one side the framework of Vink and on the other side the concepts of symptoms of a system, different combinations were explored, resulting in three possible experimental directions formulated as follows:

 TEMPORAL	<div>Grieving the old and welcoming the new</div> <div>finding the between between the old, the new and the future</div> <div>renovating</div> <div>using the ruins of an old system to build a new</div> <div>old is and is not new</div> <div>finding the limits of the old system and thereby framing the new</div> <div>how to actively surpass the limits</div>
 MATERIAL	<div>identity building</div> <div>finding the network within your own environment</div> <div>objectify boundary vocabulary and compare through its metaphor</div> <div>find the unsaid through material</div>
 CORPOREAL	<div>hierarchical gestures</div> <div>experiencing the other and their work by enacting their daily movement</div> <div>emotions/physical presence as a strategic compass</div> <div>theater play with or as boundary objects</div> <div>gendered gestures (embodied vocabulary?)</div> <div>gesturing the unsaid</div>
 RELATIONAL	<div>externalize yourself/each other through visualization</div> <div>of abstract ideas like complexity, change within complexity</div> <div>layers of complexity to create a dynamic map</div> <div>giving form to the conversation by objectify the steps of the portfolio</div> <div>story unwriting</div> <div>rephrasing explanations of other stakeholder (about...)</div> <div>finding own boundary vocabulary</div>
 CULTURAL	<div>social disruption</div> <div>aesthetic disruption</div> <div>cultural sensitivity</div> <div>recrafting artifacts with uncovered network (contrary or compliant)</div> <div>social improve in disruption</div>
 COGNITIVE	<div>unlearning (contradictions) the known</div> <div>compare old work to new (experience, feelings, motivation)</div> <div>mental landscape building</div> <div>landscape of dichotomies</div> <div>revealing dichotomies</div>

THE SELF & THE OTHER

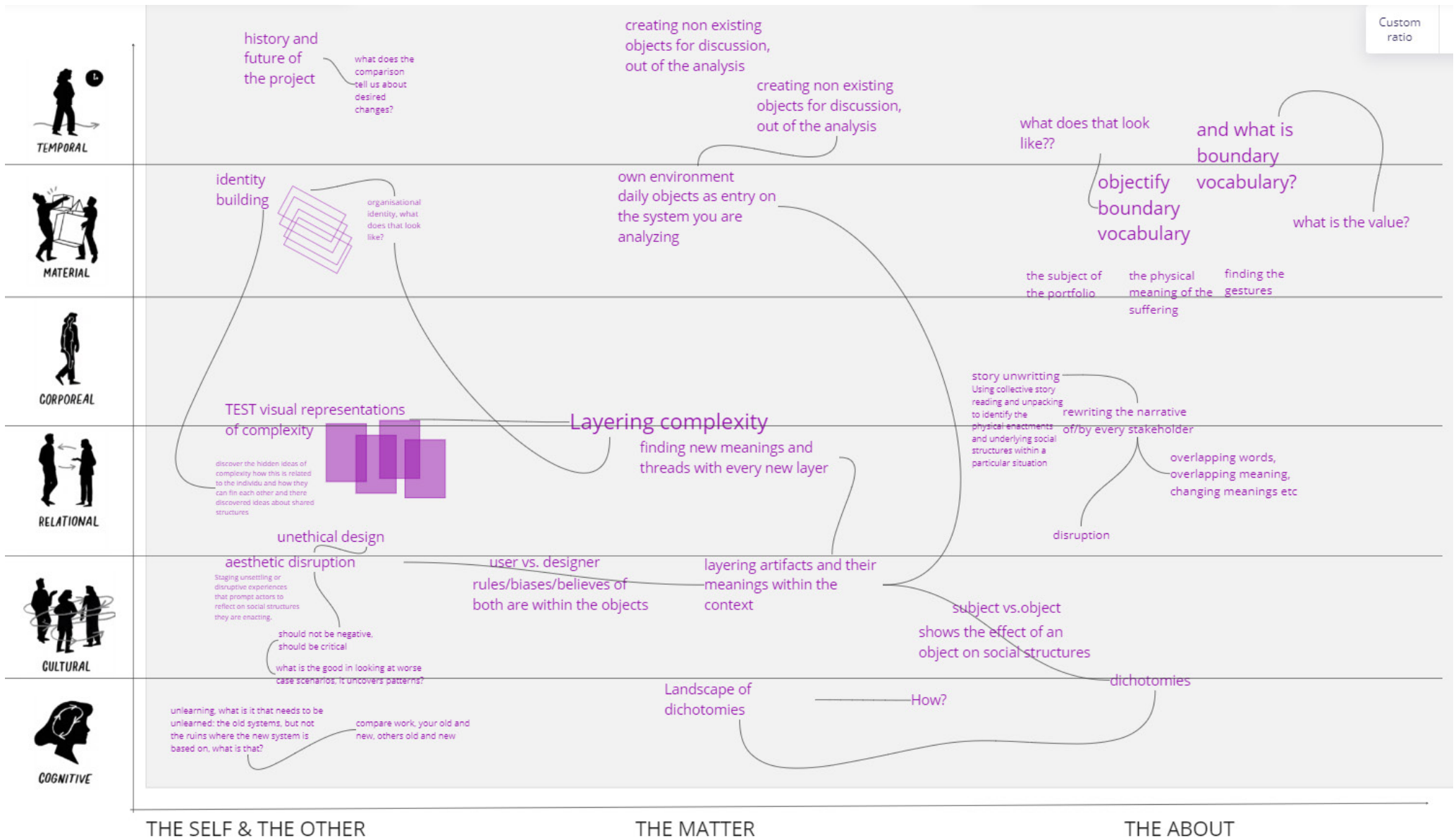
This section encompasses personal-level changes within an organizational and work-related environment, which naturally involves sharing these ideas with colleagues and others within the context. By defining your own perspective, you clarify understanding of others and create a bridge between different viewpoints.

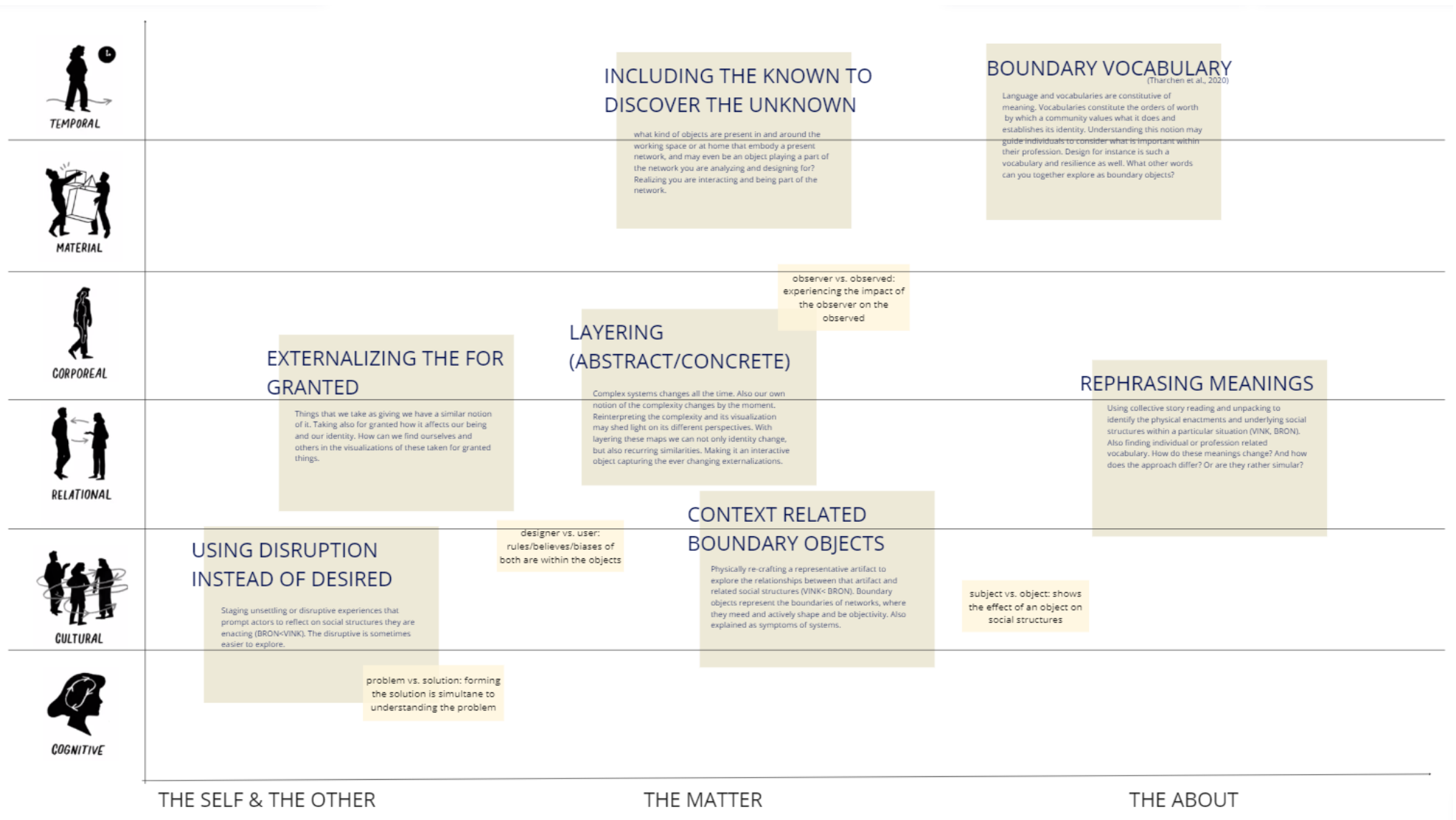
THE MATTER

This section explores how matter serves as a gateway to comprehending the underlying structures within a network. Specifically, it sheds light on how norms and values within the network manifest as tangible artifacts. These artifacts are not only influenced by the existing structures but also retain them, providing insights into the dynamics of change within the network.

THE ABOUT

This section delves into how objects acquire meaning and how they contribute to the distinction between the self and others. Similarly, language is both shaped by and shapes the network through its interconnected meanings. The focus here is on unraveling these processes and exploring the potential of actively constructing meaning instead of letting the different meanings be leading.

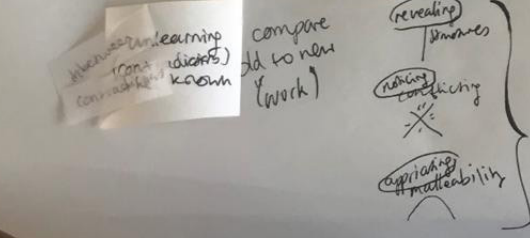
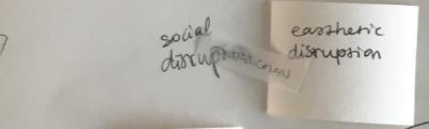
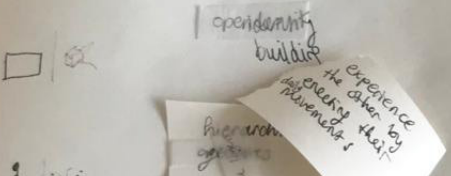
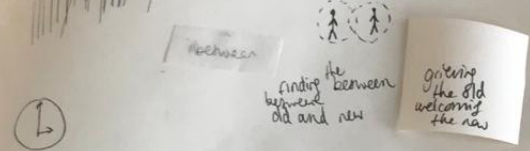




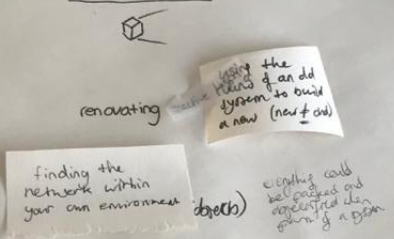
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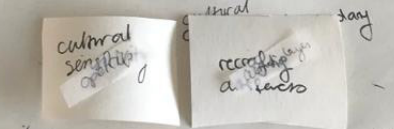
the self & the other



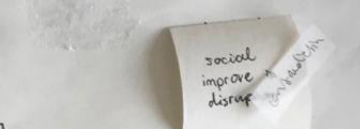
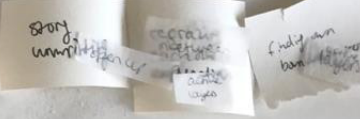
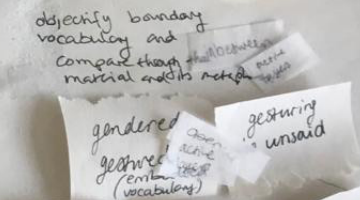
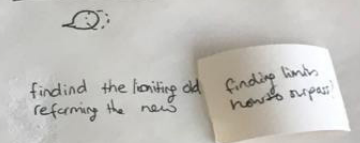
the matter



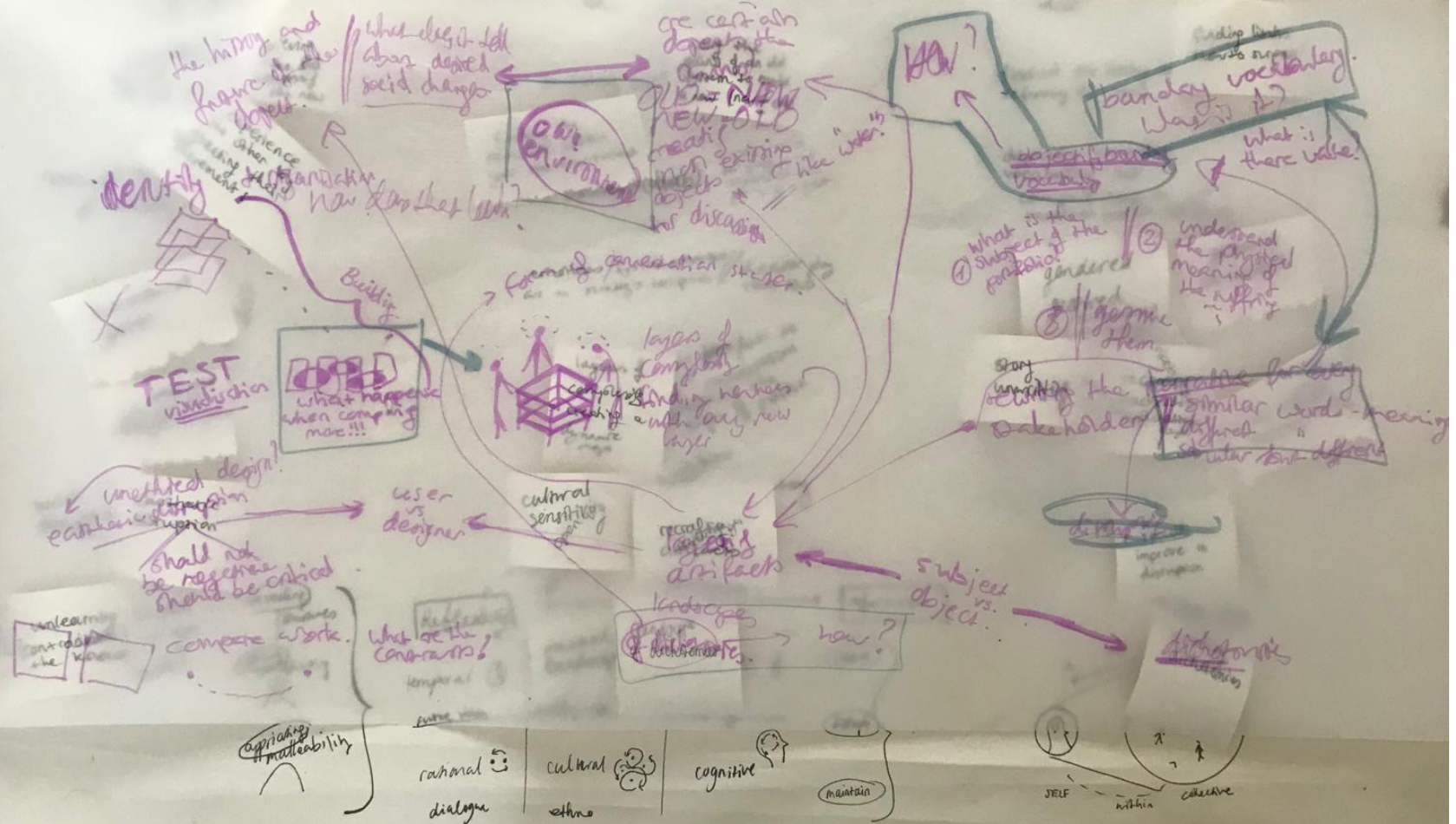
emotions/physical gestures/ theater play as a strategic composition about B.O.



the about



the about



Appendix I:

Design directions

Externalization

idea

Complex systems change all the time. Also our own notion of complexity changes parallel. Reinterpreting the complexity and its visualization may shed light on its different perspectives. With layering these mental maps we can not only identify the change in the system, but also recurring similarities. Making it an interactive and extending object capturing the ever changing persona; interpretation externalizations.

As a starting point of externalization we look at things that we take for granted, we assume we have a similar notion of. Taking also for granted how it affects our being and our identity or the identity of our surroundings, shapes our norms and values. How can we find ourselves and others in the visualizations of these taken for granted concepts, like for instance how we interpret the meaning of a city or public transport?

Experiment

compare different visualizations of complexity and analyze the connection to identity.

Main question

How can we externalize our own value structures and personal models by comparing them with others in order to understand each other's state of mind and reflect on our own?

Matter

Idea

What kind of objects are present in and around the workspace or at home that embody a present network, and may even be an object playing a part of the network you are analyzing and designing for? Realizing you are interacting and being part of the network through your environment. This seems to be a reverse of an iceberg model: First the system is researched and later connected to the objects and visible representation of that system. The physical symptoms can be re-crafted into something new to explore the relationships between that artifact and related social structures (Vink & Koskela-Huotari, 2021). The question then is what impact has its physical presence and its symbolic presence?

experiment:

Find an object that represents a part of the portfolio and construct ways to connect it to the problem network.

main question

How can we use objects as an entry point for understanding social structures in order to gain knowledge serving to create interventions focused on community values?

Language

idea

Language and vocabulary are constitutive of meaning. Vocabulary constitutes the orders of worth by which a community values what it does and establishes its identity. Understanding this notion may guide individuals to consider what is important within their profession. Design and resilience for instance are examples of such a vocabulary. What other words can you explore as being boundary objects?

Using collective story reading and unpacking to identify the physical enactments and underlying social structures within a particular situation (Vink & Koskela-Huotari, 2021). Also finding individual or professional related vocabulary. How do these meanings change? And how does the approach differ? Or are they rather similar?

Staging unsettling or disruptive experiences that prompt actors to reflect on social structures they are enacting (Vink et al., 2021).

Disruptiveness or the undesired is sometimes easier to explore and explain. Dewey sees these moments of disruption, when for instance an aesthetic experience of an unsettling situation, in certain cases this could mean a missing alignment between physical (body, object etc) and its environment, can enable a destabilization of social structures (Vink, 2023).

experiment

Find a relevant word that captures different meanings of stakeholders by overlapping those meanings.

main question

How can we unfold vocabulary in order to understand underlying structures of meaning that constitute the basis of stakeholder meetings?

A checklist was made that could provide insights on what kind of object the experiment intends to find. The checklist is meant to confirm if the chosen object is relevant for the remainder of the experiment and clarifies what the expectations of the experiments are. The outcome of the checklist can also articulate on what areas the insights could be complimented with more information.

Appendix J:

objects characteristics based on first tests - prototyping the workshop

Domain	Subdomain	Question	Rating bar (from low to high score)	Extra information
Narrative	Difference between universal and detailed from beginning to end	Is there a sufficient detail level in the narrative of the object?	Is it an intervention already introduced by the UNDP or does it show a clear grass root reaction to the issue?	This question reflect the category of a grass root reaction
	Personal experience with the subject and the object	How did you gather the information that led you to the object?	Did the information about the object come from research or from personal experience (in between: interview, experience of others)	
	Potential future	Does the object shed light on a potential future based on speculative/planned interventions?	Does the object explain clear future changes on the portfolio subject or on other portfolio domains? No or yes?	This question reflects the category of a tipping point, for instance does it explain how the future might change, how values might change or need to change.
Identity	connection with the context	Is there a clear relationship with the context of the object?	Does the narrative explain its context as a means to explain the object narrative? No or yes?	this question reflects the category of a force keeping the system in place
	level of thingness	Is the narrative focused on functionality or on social structures?	Is the object explained merely through its functionality?	if the object is merely described through its functionality it misses a great deal of insights
	symbolism and concreteness	Did you find symbolism that could connect the object to the portfolio?	Does the object narrative exceed the object's utility to symbolism? No or yes?	symbolizing forces of a system, principles, metaphors, language, mindsets etc reflects the category of norms and values
	conceptual broadness	Is the object limited to a situatedness or is it broader than the situation?	Is the situation of the object determining its narrative? No or Yes?	
Route	sequence (object-subject)	Did you find an object from the subject of the portfolio or the other way around?	Did you find insights based on a sequence of object to subject or subject to object?	
	bridge between detail and universal	How are the results and insights of the object connected to the portfolio (subject)?	are the insights from the object weakly or strongly connected to the subject of the portfolio?	Strong is it when the insights fall under the following: potential partners, reflects personal experience, forces of a system, explains status quo. You can find new connections. weak is when none of the above

Appendix K:

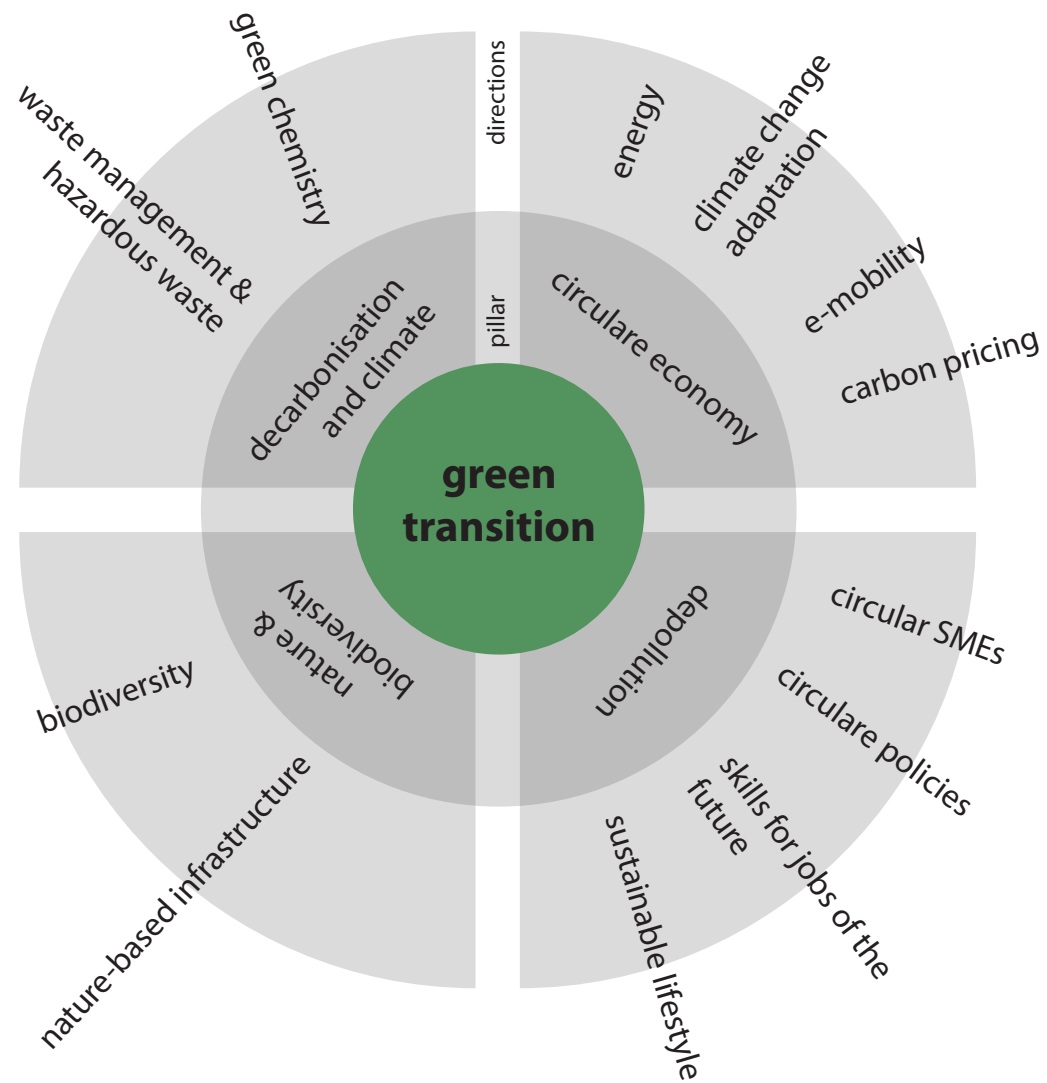
Bosnia and Herzegovina (BiH)

portfolio background

The portfolio subject is on the country's green transition. The current economical model of BiH revolves around coal and is based on linear models, leaving behind a very high carbon footprint and extracted natural resources. Additionally resulting in a big gap in social inequalities. Awareness and an active attitude towards recycling and a sustainable lifestyle is low under citizens and the engagement with the changes in the country is nihil.

In 2021, together with the UNDP BiH has embarked on a mission to develop a roadmap to a circular economy, which recognizes a simultaneous approach on the system to conquer the status quo. The subjects pillars are depollution, circular economy, decarbonisation and climate resilience and biodiversity and nature. With interventions ranging from reduction of pollution and waste, to re-design of material, product, and service flows, re-thinking of the existing economic paradigm and governance, and changing consumption behavior. Engaging with the private sector (wood & furniture industry), government and relevant institutions from various sectors, the international community, academia, business support organizations, utility companies and civil society organizations. In 2023 the first portfolio option was launched in the area of waste management and infrastructure.

(source: The green transition portfolio outline provided by the team of CO BiH on green transition for the workshop. The image on the next page shows the pillars of the portfolio, also based on the BiH portfolio outline).



Some potential objects found before the workshop as a reserve option.

Appendix L:
the personal objects of the
BiH CO team

Coal: The coal represents a physical concentration of the issues that are causing the lack of green transition or at least delaying it. (this quote emphasizes the physical presence of the issues of the portfolio, later this same person proclaims a conservation of coal in the social structures, but by giving it a new role a new purpose not defined by the coal industry)

A little lego forest: It presents a paradox, making a representation of something green and organic through the medium of lego that is made from virgin plastics. (This object was made by the son of the participants, the next generation. The object is paradoxically by creating a vision in which green is makeable by its enemy, showing how nature is demolished by the dominance of its counterpart)

Traditional BiH sock: (A traditional sock that was knitted by a neighbor from recycled wool of an old sweater, given to her with no strings attached. This shows the issue and the community it occurs in. But also the surprise of someone giving without expectations)

Human conversation on community housing: The conversations taking place between a group of co owners of a community house in the mountains devalues the community and shows the individualistic concerns of the people in the group. The goal of convenient living justifies the means. (individualistic and community paradox)

Weaving machine made out of recycled wood: The tool is hand made from old materials, which explains the possibility of using old material to produce new materials and higher values.

Most of the objects were not really present during the workshop. So no picture were made of these.

Conversation characteristic: This object and the story elaborates on the subjective perspective of the person. The portfolio claims that coal is the source of a stagnating green transition and although experience claims this to be true, it also can be reinterpreted as a natural element embodying different values that the person strives to highlight.

Conversation characteristic: Later in the discussion on individuality and community feeling in green transitions this 'object' would recur, as metaphor or anecdote strengthen a point or argument. The object was used as a point of reference through which the other was understood.

Appendix M:

The maps of BiH workshop



WASTE,



inclusion
economic
logics

POOR

Rich

hit hard
most real
COAL

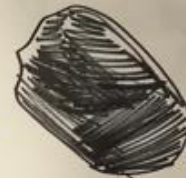
talk
around



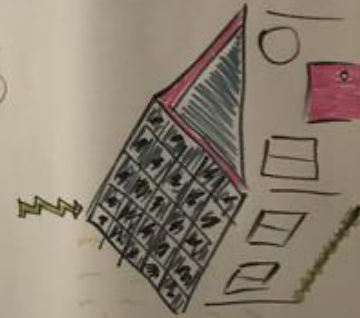
FEAR

paralysis
driving
forward
paralysis

smells
visible/
invisible



ESG & GREEN
IS EXPENSIVE
SUCCEFUL



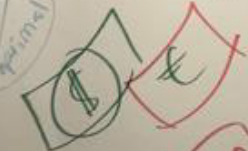
MORE



LAKES, RIVERS + MOUNTAINS

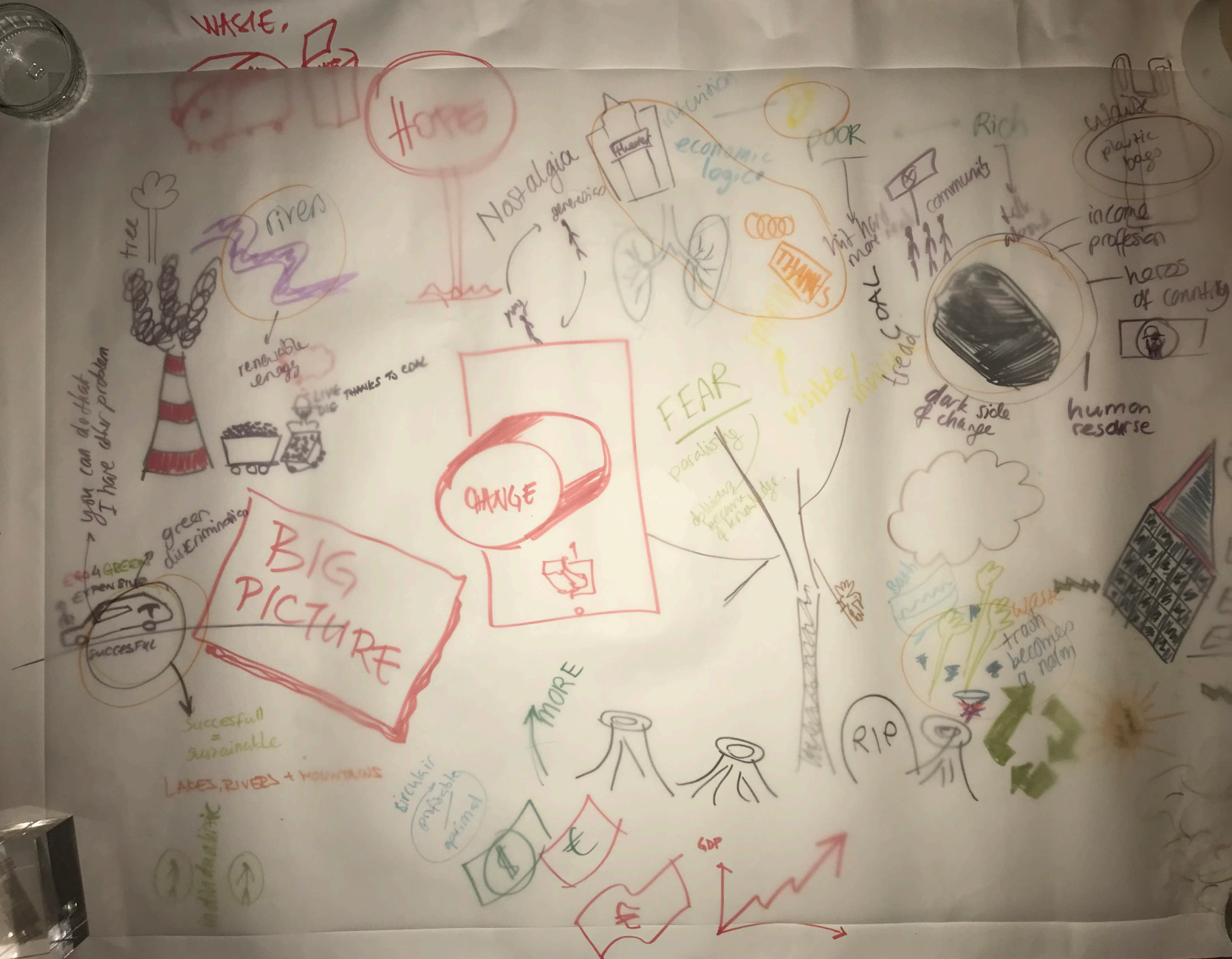


circular
economy
system



GDP





Appendix N:

The object conversations of BiH

Priglavke - traditional BiH socks

The conversation starts with a discussion on the different takes on sustainability between a more wealthier and poorer segment.

Person 1: I moved to the countryside six years ago, and I've noticed a direct impact of climate changes on people here. If there's a drought or constant rainfall, they can't get any work done. It's not an abstract social issue talked about during meetings in terms of ways of recycling, for them it's real.

Person 2: Yeah, I've observed that the consequences of not being sustainable hit the poorer folks harder, because of that.

Person 3: But that also makes them more aware of sustainability than those with more resources. It's like they have an intuitive understanding.

Person 4: Why do you think that is?

Person 2: I think it's because sustainability, for them, has an economic dimension, like the sock. When they recycle, it's not just about being environmentally conscious; it's also about saving money. It's a more circular way of living.

Person 4: So, you're saying there's an economic incentive that drives their sustainability awareness?

Person 2: Exactly. Like making socks from recycled materials – they do it not just for sustainability's sake but because it makes economic sense. And it's a solution to resource limitations.

Person 2: Hmm, that's interesting. Do you think it's a learned behavior or just intuitive for them?

Person 5: I think it's a bit of both. In the past, people didn't have easy access to resources, so they learned to make and do with what they had. Now, with resources more readily available, they still stick to the old ways because it's a more straightforward process. Like making socks from sweaters.

Person 6: Right. But regardless of the size of a system, because we have worked with different sizes of companies, but also individuals, it always comes down to the fact that circularity is the most cost-efficient principle. But, you know, sometimes profits seem to take precedence over doing what's optimal and to not endure change.

Summary

The conversations touched upon the subjects of the intersection of sustainability, economic considerations, and awareness in different communities. It highlights the practical and economic motivations behind sustainable practices, especially in rural areas where the immediate impact of climate changes affects people's livelihoods. The discussion also delves into the contrast between the intuitive understanding of sustainability among economically disadvantaged individuals and the sometimes profit-driven priorities in larger systems. But most importantly, although these subjects are well understood, it puts the conversation into context by analyzing it through the sock, giving the gesture of the neighbor of the participant and the experience of receiving it a new meaning connecting it to the distant and detached conversations of high level decisions and the priorities of large systems. This object can therefore be interpreted as an object symbolizing parts of the system.

Concluding statement

I want to increase the potential of intuition in sustainability approaches in order to correctly react to distant and disconnected initiatives and to facilitate the seemingly easy and responsive initiatives.

BiH river network

Person 1: There are a lot of legends and stories tied to the identities of the rivers. Interestingly, 90% of them have female names – that's why I started this project.

Person 2: Bosnia, the country, is named after a river herself, serving as a representation of the country, its location, and ground.

Person 1: That's interesting. When I was working on this book, we spoke with people who grew up on the riversides. Their connection to the rivers they grew up on was very strong. When asked why they loved it so much, they compared it to loving a daughter – maybe not perfect, but it's there and it's their own. It's interesting that we do have that pride, but we're not necessarily reacting to it.

Person 3: Yeah, it's fascinating. We have 244 rivers in Bosnia, and people are often surprised when they see them all drawn out. They might know their own river but not the rest. Sometimes, they need reminders of the beauty surrounding them.

Person 2: Is that the feeling of being taken for granted?

Person 1: Completely. An example is our attitude towards nature. We love going into nature but casually toss waste, expecting it to be carried away by some third party, like aliens.

Person 2: So, a lack of responsibility?

Person 1: Exactly. There are no consequences. Other European nations may be more environmentally conscious, but we just throw trash without repercussions.

Person 2: It's interesting how we're proud of our rivers but also use them as dumping grounds for waste, thinking it will just disappear.

Person 1: Rivers were also connectors in our divided country, despite being dividers. They don't change if they cross borders.

Person 2: True, rivers show everything is connected, including the waste issue. You can literally see it passing by.

Person 1: It's terrible; suddenly, the entire river is filled with plastic. It seems like it has become almost the norm.

Person 2: That reminds me of a friend in elementary school who painted a river brown, and the teacher said it should be blue. But he replied he'd never seen a blue river.

Person 1: This waste problem might be something we have learned. In previous generations, everything produced was organic waste. and nature could just take care of it.

Summary

The conversation provides a thoughtful exploration of the complicated relationship between the people of Bosnia and their rivers. It weaves together cultural insights, environmental concerns, and societal reflections, creating a nuanced story about the rivers in BiH. The metaphorical comparison of the rivers to daughters and the pride in their existence contrasts with the reality of rivers becoming dumping grounds for waste, reflecting a complex interplay of emotions and actions. It offers a glimpse into the cultural and environmental landscape of Bosnia and Herzegovina through the lens of its rivers.

Concluding statement

I want to exemplify the cultural identity people experience that is closely related to local nature reserves in order to create a feeling of responsibility and ownership.

electrical cars and the mobility network

The conversation starts with a discussion on the different takes on sustainability between a more wealthier and poorer segment.

Person 1: We were discussing the car as a means of transportation, and it reflects where the weight of sustainability lies.

Person 2: Yes, it's interesting. Maybe success is tied to sustainability or the other way around. You might not be really for sustainability, but you want to be seen as successful. Hence, you get an expensive electric car.

Person 1: So, having a green car is the end of the process, like you're contributing?

Person 2: It can backfire, though. It turns these societal issues into problems for rich people. It's like saying, "Oh, I can afford an electric car and solve a problem." But in reality, a lot of people can't access that solution. It becomes a form of discrimination, green discrimination.

Person 1: True. The government introduced loans or subsidies for buying electric cars, but it seems like a flawed measure.

Person 2: Absolutely. I know people, like university professors in finance, who have these cars just because of the incentives, even though they don't need them. It's a poorly designed policy.

Person 1: So, the government doesn't consider who applies for it, right? It is the intention of the measurements that it makes it accessible and open to everyone, right?

Person 2: Well, it's also about bad policy design. I mean, what if they made it available only for those who really need it, like taxi drivers who use the car all the time? But then again, they probably can't afford it anyway.

Person 1: There are no conditions for e-mobility in Bosnia, so it's driving the consumption of electric cars even though the market doesn't exist yet.

Summary

The conversation touches upon societal attitudes, potential inequalities in accessing green technologies, and the impact of government policies. The mention of "green discrimination" adds a critical perspective to the discussion, highlighting how sustainability initiatives, here referred to as the electric car subsidies, can unintentionally become exclusive in BiH. The conversation provokes ideas about the implications of sustainability initiatives, promoting a more equal approach to ensure that environmental solutions benefit all individuals and address societal inequalities.

In this conversation an undertone of the meaning and responsibilities that come along with inequalities emerging in communities or cities like Sarajevo. It is evident the team members agree on the topic at hand, however it shows the different attitudes within the conversation, whether it's about the motivations behind adopting sustainable practices, the flaws in government policies, or the implications for societal dynamics.

Concluding statement

I want to facilitate a green transition that creates equal opportunities and solutions for everyone and takes extra notice of the people and their context that most benefit from the opportunities.

The subsidized theater and a thank-you-note from the olympic games in 1984

Person 1: They're still very nostalgic about the way things used to be because that steel factory was the social cohesion.

Person 2: Yeah, it's interesting. We have one of the biggest theaters in former Yugoslavia, and the building itself is a symbol, a monument. The steel factory used to buy all the tickets for the mineworkers to go to the theater and even funded the making of the building. It's like they were reinvesting in the community before it became a modern company trend.

Person 1: Can you imagine a steel factory owner today paying for the best architect to design a theater building in a city? It's a different era and a different problem.

Person 2: Definitely. The industry was part of a different time, and the connection to nostalgia is strong. It was close to the social fabric.

Person 1: People tend to live in the past, holding on to what made life. What about the young people? It's like they're isolated, dreaming sporadically of a different alternative of all this may be.

Person 2: True. It's not in the past, though. There's no common ground. We miss our ideology as a society. Before, values like brotherhood, unity, and social justice were proclaimed in political speeches.

Person 1: Exactly. It's not just about change but also valuing what we already have. There's a lack of appreciation for nature, cultural, and historical heritage. It's about ownership of our common space, which is often overlooked.

Person 2: I'm not sure if Zenica is the only case. Many industries in former Yugoslavia funded different buildings, and they've been lost.

Person 1: The theater in Zenica doesn't represent the whole country well. A greater example is when the Olympics were in Sarajevo in '84. The whole country, including my parents, paid 2% of their paycheck for it out of solidarity. My dad still has a certificate as a thank you note for supporting the Olympics with his 2% investment.

Person 2: It's remarkable how the whole country contributed. The Olympics were a national event, and it is in strong contrast to the current state of things, but yes this is also represented by the theater building.

Summary

There is an acknowledgment of the changing times, where present-day circumstances are contrasted with the past, affecting both the community and the industry. The discussion touches on the cultural and historical significance of the theater, funded by the steel factory, and how it symbolized a different societal ethos, through which nostalgia runs. The conversation highlights a sense of community ownership and reflects on a time when collective contributions, such as supporting the Olympics, were more evident and contrasts it with the current state of affairs.

It highlights the fact there are many such examples in former Yugoslavia, representing a mutual investment from top down to bottom up. Through the conversation shared memories play a role and the associated morals that become evident in those memories. Later one of the participants would tell me that there was a moral that she got taught from her parents living in an industrial village: the day is 3 times 8 hours, 8 hours of work, 8 hours of rest and 8 hours of culture. A moral that has disappeared over time.

Concluding statement

I want to reflect on the transformation and challenges faced by the community, particularly in post-industrial communities and take extra notice of the experience of the local youth and their view on cultural identity.

Plastic bags

Person 1: My grandfather used to do this, I don't know if your grandfather did this, folding the plastic bag into little triangles.

Person 2: Perfectly arranged, yes. My grandmother used to wash them.

Person 3: I think it should be a good object for the waist because in our country they try to solve the problem of everybody carrying the plastic bags by making us buy them and the effect was everybody just buys them and continues to throw it all away.

Person 1: The thing with these bags is that I can't say no. I mean, in the shop I would just tell them I don't want another bag. I have two already so I don't want to take them. No. But they [the people in the market] reply with No, no, you take it, it will be more comfortable. Everyone is convincing you to take the plastic bag if you go to the market.

Person 2: Yes. And when I go to the market in my neighborhood they are surprised if I say I don't want a bag, I have my own bag. But it is free. What do you mean? I'm giving it for free. They are almost a bit annoyed.

Person 1: So that's also the convenience part and the comfort. People don't understand why you won't take that comfort.

Person 3: But the waist, the waste piles are all around and everywhere you know there's no barrier in waist, it's in rivers in nature, on the street, out of your car. Entrance of the block. Everywhere in the air, in the trees in all forms and shapes and smells. It's like visible and invisible.

Person 1: You know, I was counting one time how many plastic bags will pass by my window in 30 minutes. It was like 60 people per 30 minutes. So you could imagine because there is a supermarket close by.

Person 2: So it's a must-have. You cannot say no to them.

Person 3: You have to pay for them these days, but it's not really changing anything. So it also represents a certain kind of intervention that doesn't work, that doesn't make a difference. And it's also an interaction based around money because you think if it costs something, then people won't use it anymore.

Person 1: It reminds me in Japan they removed all the bins once, near a metro station, or something like that. And people were saying that you cannot put your trash anywhere except your pockets and people were actually keeping the trash in their pockets in their bags. Yeah, I mean, the lack of bins didn't cause anything. It means that your money has nothing to do with it as well, it is an overall collective attitude

Summary

The conversation discusses the expectations around accepting plastic bags, despite personal efforts to minimize their use. The convenience and comfort associated with plastic bags are contrasted with the environmental impact of widespread waste, emphasizing the visible and invisible presence of plastic pollution. The conversation also touches on the ineffective interventions, such as charging for plastic bags, and highlights the collective attitude towards waste and the role of money in shaping behavior.

Although this object is not very surprising considering the subject of the portfolio, mentioning this object during these conversations sheds light on the conventions of the country on the subject of pollution and is rather significant for the attitude of sustainability on a day to day basis.

Concluding statement

I want to create a collective attitude towards recycling (of plastic bags) on a daily basis that mutually inspires a shift in societal behavior.

Coal stone

Person 1: what does coal represent?

person 2: Bread for some, income, profession.

person 1: And coal miners were considered, even in this area, they were like national heroes. There was this idea of a hardworking man, making the prosperity of the country with his own hands and always in danger.

person 2: In the US, they have presidents on the bills. Here we had actual coal miners on the bill, and we all knew his real name.

Person 2: They had a lot of pride but also a low income, very prestigious and respected. Now they are human resources, just a resource. Once the pride of the society, now just a resource like any other.

Person 3: So the coal can be equally a resource as the person. These coal miners are mostly male, but their families, I don't know how they are today, are on the verge of poverty.

Person 1: They are now very well paid from what I hear. I mean, maybe it's not for the money...

person 3: not them, the miners, but everyone above them, the whole infrastructure above them, like directors, administration, marketing, etcetera, they are very well paid. The miners are actually constantly in strikes because of the conditions and the lower payment. It affects the entire community.

Person 2: Now there are protests by the mine workers because they are actually afraid of how they're going to be when the coal mines are phased out by 2030. So for them, that's a threat.

Person 1: They don't trust the process, because nobody is dealing with the people who are actually inside of the mines and who are working physically. If you close it, what is he supposed to do? Let's think he's in his 40s. He's not very well educated. What are his perspectives?

person 2: They don't trust that they will be cared for, like they will have a chance to be re-educated.

Person 3: Yea but this distrust goes back to the whole system being corrupt.

Person 2: I mean, correct me if I'm wrong, but we, my hometown, do have a coal mine, but we also have a steel factory. So basically, the town came to existence because of the carbon-intensive industries. But I feel that we as citizens of that town had our awareness about the problems that we faced and trying to find solutions was very high some 30-40 years ago and now it's like not existing anymore. For example, in 1988 there were 20,000 people working in the steel factory. Today we have 2000 workers working in the same factory and the pollution is even higher than 30 something years ago. So there is no more economical value for the citizens of the town to have that kind of industry.

Person 2: I mean, they are agents of change, the town's population. It's just that the population is changing as well. People who were born there are leaving the town and other people who are from other parts are coming to the town, so they don't have a common history.

Person 3: That can be a very complex thing to take as an example because it wouldn't exist if it weren't for the factories. For example, all my relatives actually came to Zenica to work, so they came from Croatia, and almost every family has people who came from other parts just because they have this nostalgia and idea that it used to be much, much better. They have this image of prosperity and buildings, etcetera, and now they have this like, yeah, it's not working, we're polluted, and we have no work. So what's the point of fresh air anyway?

Person 1: The coal itself is not the biggest problem. Obviously, I mean, we do strive for being carbon neutral. The thing that is holding it back is not coal itself but the lack of investments in filters, underpaid people, no social cohesion, no health security for their workers, etcetera. It's about how the 'capitalist' owners are not really reinvesting anything back into the community. So yeah, it would be great if we could be carbonized, but it's like it could be much healthier even with the coal.

Person 2: And they are still very nostalgic for the way it used to be because that steel factory was the social cohesion. I really want the coal to be there in the future as well so it does not disappear but be present in a different way, also a bit of nostalgia maybe.

Summary

The conversation talks about the changing dynamics and challenges faced by communities that used to be dependent on coal mining and carbon-intensive industries. The conversation highlights the shift from coal miners being national heroes to becoming human resources. They discuss the economic decline in towns built around such industries, the environmental impact, and the distrust in the system's ability to support workers transitioning away from coal-related jobs. There's a sense of nostalgia for the past, coupled with a desire for a different, more sustainable future.

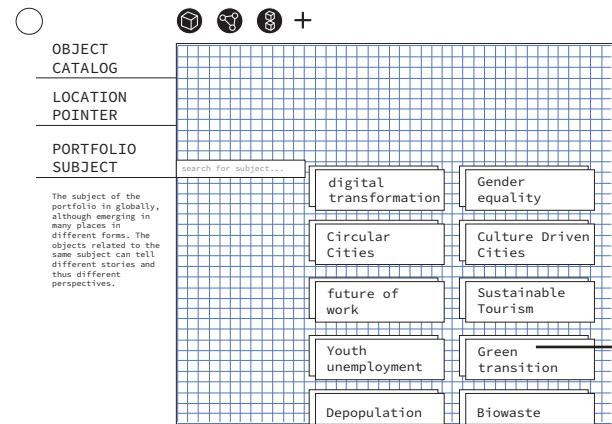
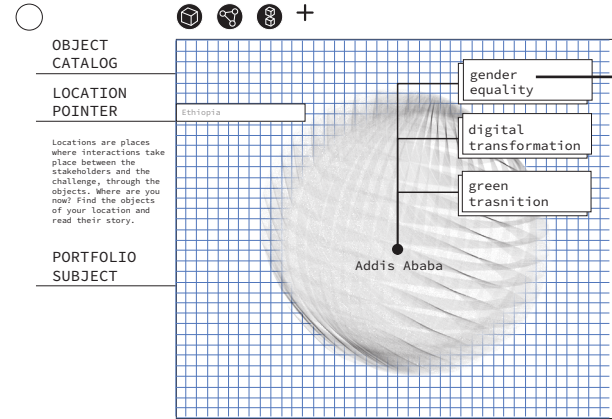
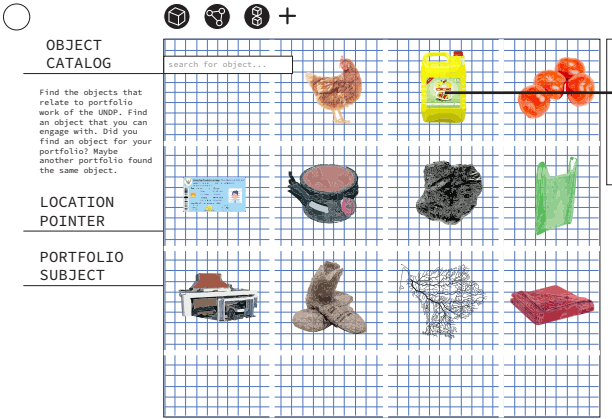
The conversation ends with stating that coal should get a rebranding and reimagining the present of coal in the country not as a means for income and exploitation, but with its powers it has gained over the years, representing community feeling and capturing nostalgia.

Concluding statement

I want to redirect the purpose and presence of coal in the country in a way that does not contribute to its pollution but to its symbolic value for the community

Appendix O:

A mockup version of the website



OBJECT CATALOG

Find the objects that relate to portfolio work of the UNDP. Find an object that you can engage with. Did you find an object for your portfolio? Maybe another portfolio found the same object.

LOCATION POINTER

In Zanzibar

PORTFOLIO SUBJECT

gender equality

Waste management

portfolio alignment

OBJECT CATALOG

Find the objects that relate to portfolio work of the UNDP. Find an object that you can engage with. Did you find an object for your portfolio? Maybe another portfolio found the same object.

LOCATION POINTER

PORTFOLIO SUBJECT

upload: drag image

type...

object

type...

type...

type...

type...

download map

OBJECT CATALOG

Find the objects that relate to portfolio work of the UNDP. Find an object that you can engage with. Did you find an object for your portfolio? Maybe another portfolio found the same object.

LOCATION POINTER

PORTFOLIO SUBJECT

data

data

type...

type...

type...

type...

type...

download map

OBJECT CATALOG

Locations are places where interactions take place between the stakeholders and the challenge, through the objects. Where are you now? Find the objects of your location and read their story.

LOCATION POINTER

portfolio alignment

gender equality

Addis Ababa

PORTFOLIO SUBJECT

CONTEXT

USER

OBJECT

OBJECT CATALOG

Locations are places where interactions take place between the stakeholders and the challenge, through the objects. Where are you now? Find the objects of your location and read their story.

LOCATION POINTER

portfolio alignment

gender equality

Addis Ababa

PORTFOLIO SUBJECT

portfolio object

1: resilient economic opportunities

2: safe & secure

3: safety & security

4: market place

5: medical plants

6: NTFP

7: chicken

8: cookstove

OBJECT CATALOG

The subject of the portfolio in globally, although emerging in many places in different forms. The objects related to the same subject can tell different stories and thus different perspectives.

LOCATION POINTER

Sarajevo

PORTFOLIO SUBJECT

Gender equality

OBJECT CATALOG

Locations are places where interactions take place between the stakeholders and the challenge, through the objects. Where are you now? Find the objects of your location and read their story.

LOCATION POINTER

portfolio alignment

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Addis Ababa

PORTFOLIO SUBJECT

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