

MULTI-COUNTRY PROJECT DOCUMENTEmpowered lives.
Resilient nations.**Project Title:** Accelerator Lab Network**Project Number:** 0011678**Start Date:** 29/01/2019 **End Date:** 31/12/2021¹**PAC Meeting date:** Virtual PAC [December 20 – February 15th]**Project Number:** 0011678**Implementing partner:** UNDP**Countries Participating:** 60 countries in 5 regions²

PAL10:

00115973

Brief Description

The UNDP Strategic Plan 2018-2021 embraces the complexity of development and commits the organization to helping countries find faster, more durable solutions to achieve Agenda 2030. We have an exciting opportunity to transform our collective approach by introducing new protocols, backed by evidence and practice, which accelerate the testing and dissemination of solutions within and across countries. This will enable the global community to collectively learn from local knowledge and ingenuity at a speed and at a scale that our societies and planet require.

The objective is to build a network of 60 Country Accelerator Labs as the largest, fastest global learning network on development challenges. The network will surface and reinforce locally sourced solutions at scale while mobilizing a wide and dynamic partnership of actors contributing knowledge, resources and experience. The Country Accelerator Labs will achieve the following results:

Output 1: UNDP Country Offices and partners will have increased capability for scanning, sensemaking and experimentation for sustainable development solutions in 60 developing countries.

Output 2: New sustainable development solutions will be scaled at country level as part of UNDP's country programme and operations, national policy and/or local markets.

Output 3: A core global level result will be that a global learning and scaling network is established and functioning.

Contributing SP Outcome:

Accelerated delivery of top-quality programmatic results for the SDGs (SP Organizational Performance, Tier 3)

Contributing SP Output: Cross-cutting approaches fully integrated into UNDP programmes and projects (SP 1.2.6)

Output 1: GEN1

Output 2: GEN1

Output 3: GEN1

Total resources required:	\$151,200,000 (including 8% GMS)	
Total resources allocated:	UNDP TRAC:	\$21,000,000
	Donor:	\$50,000,000
	Government:	0
	In-Kind:	0
Unfunded:	\$81,200,000	

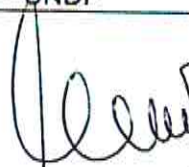
¹ We envisage a six-month transition and stock-taking phase in the fourth year (January 1 2022 – June 30 2022).

² **RBA (27):** Angola, Benin, Burkina Faso, Cape Verde, CAR, Chad, Congo, DRC, Ethiopia, Eswatini, Ghana, Kenya, Lesotho, Malawi, Mali, Namibia, Niger, Rwanda, Sierra Leone, South Africa, South Sudan, Tanzania, The Gambia, Togo, Uganda, Zambia, Zimbabwe; **RBAS (10):** Algeria, Iraq, Jordan, Lebanon, Libya, Morocco, Palestine PAPP, Somalia, Sudan, Tunisia; **RBEC (6):** Azerbaijan, Bosnia and Herzegovina, Serbia, Turkey, Ukraine, Uzbekistan; **RBAP (10):** Cambodia, India, Lao PDR, Malaysia, Nepal, Pacific – Fiji, Pakistan, Philippines, Timor Leste, Vietnam; **RBLAC (7):** Argentina, Caribbean (Barbados), Colombia, Dominican Republic, Ecuador, Mexico, Paraguay

Agreed by (signatures):

UNDP

Michele Candotti
Chief of Staff and Director
Executive Office of the Administrator
Date:


20/03/2019

I. DEVELOPMENT CHALLENGE

Overview

Rising inequality, declining trust in public institutions, more frequent and intense climate related events, rising instances of conflict, sectarian strife and political instability, demographic and technological changes, among other issues, will continue to disrupt or reverse development progress unless mechanisms for collective action adapt and improve.

Although some of the problems of today are of similar scale and scope to the emerging issues of mechanized production in the 18th century, electrical power in the 19th century, and information technology in the 20th century - the speed and means of change are fundamentally different. Very few, if any, of our challenges fall neatly within a single sector or field. Most of them manifest themselves in the fuzzy intersection across sectors. They are systemic, structural and interconnected, requiring not just new solutions, but radical new ways of identifying, testing and scaling them.

The Country Accelerator Labs are a three-year global initiative with a high level of ambition, driven by an innovative approach built on the best of current thinking. The initiative responds to the widespread recognition that business-as-usual will not take us to the world we want in 2030 and beyond, and that the development community looks to organizations like UNDP to propose new ways of operating that radically re-imagine and shape 21st century development.

Over the last 10-15 years, the number of social enterprises, impact hubs and innovation labs from the public, private and philanthropic sectors have increased. Individual innovators are a large untapped resource. Nationally-representative household innovation surveys show many individuals innovate to solve their own problems- at their own expense. Individual (household innovators) are estimated to be at least 60 million people globally, with 16 million individual innovators in China alone. (Chen, Su, et al, 2018). There are already some three billion people connected online and over five billion connected machines. More than half a billion people across Africa now subscribe to mobile services. BY 2020, the number is expected to have reached 725 million people. Wikipedia, the world's most used online encyclopaedia, has become a reference point on any number of subjects for a global audience with 18 billion page-views and nearly 500 million unique visitors each month, and articles in 293 languages. While gender inequities and regional inequities persist within Wikipedia editors and the regional focus of posts, Wikipedia remains a standing example of the potential for decentralized, primarily volunteer collective intelligence products.

We are also seeing iterative approaches including design thinking and adaptive management become more widely adopted in the business and social spheres. Whilst these efforts have generated learnings and networks, their collective impact has been hampered by the lack of scale and limited uptake in the places that need them the most – such as local communities in less-developed, conflict-prone or climate-vulnerable regions. While data is sparse, innovation labs, impact hubs and social enterprises tend to involve and benefit women less than men. These are critical gaps UNDP's Accelerator Labs will directly address.

For decades, UNDP has helped countries strengthen governance systems around the world. More recently, UNDP has established policy and innovation labs in over a dozen countries, including Albania, Armenia, Bangladesh, Ecuador, Georgia, the former Yugoslav Republic of Macedonia, Kyrgyzstan, Moldova, Serbia, Sri Lanka and Thailand. These Labs have demonstrated their ability to influence policy-making, re-design public services, accelerate the generation of open data, improve evidence-based decisions and help governments interact with citizens more openly.

The next step is to build on the lessons UNDP, the UN development system and its partners have collectively learned, and to generate development breakthroughs at scale, driven by country-led labs that foster cross-sectoral, cross-actor, and cross disciplinary collaboration and allow multiple competing and bottom-up solutions to emerge from women and men.

The Accelerator Lab Network is part of an ongoing transformation of how UNDP works. The labs will create a country-based implementation modality for the country support platforms that incentivize the shift to open source development, bringing diverse knowledge, skill, perspectives, and capital around the table to co-create bigger and better integrated results. The Accelerator Labs are a time-bound initiative to inject innovation into organizational DNA, taking innovation from a boutique venture to a corporate reflex.

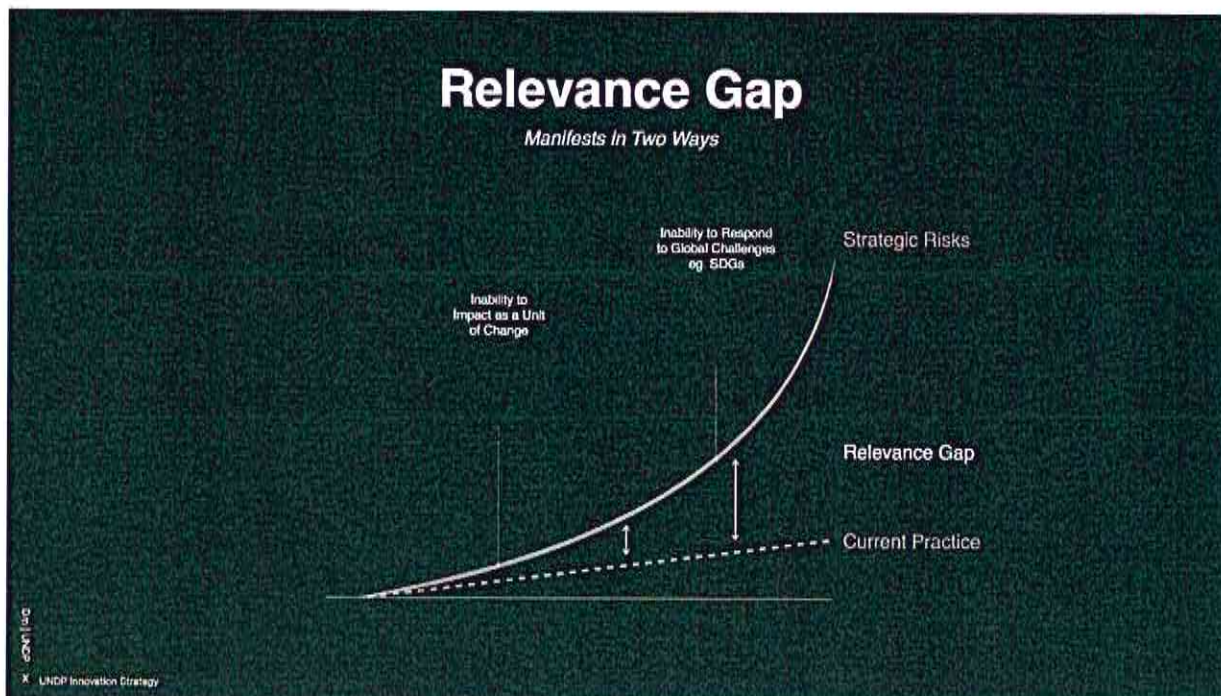
II. STRATEGY

The situation

Developing countries face significantly complex needs, including multifactor poverty as well as global phenomena like climate change, pollution, and rising extremism which can only be addressed through a local lens. It will take new solutions that are *locally relevant and locally driven*, crucially that can be *adapted, sustained, and replicated* to address these complex needs. Further, we need a strong, adaptable learning system to increase our knowledge about what works, where, and (if possible), why. These solutions need to be expanded dramatically beyond the non-obvious solutions and, where possible, not just transferred but adapted across regions, SDGs, and ecosystems.

Overall theory of change

The need for UNDP to invest in accelerator labs is clear. The emerging demands from Governments and partners show both the changing nature of issues they must grapple with and the need to go beyond incremental or sector-specific approaches. Some examples of such demand include: reforming social welfare systems to consider universal basic income, assets and services in Serbia, China, and Albania; leveraging Islamic finance for public policy in Indonesia, Turkey, Malaysia, and Turkmenistan; investing public finance through outcomes-buying financial instruments and various forms of crowd investing in Armenia, Colombia, Egypt, Indonesia, Lebanon, Moldova and Somalia; and looking for new ways of increasing investment in, and making the best use of, the impact of AI on governance mechanisms in Azerbaijan, Bangladesh and Turkey. These demands are still emergent and are soon to lead to a strategic relevance gap between what UNDP has traditionally delivered and the changing nature of development policy and programming needs. See graphic below for details: there is an emerging gap between the exponential rise of strategic risks (climate change, increasing inequalities, a multi-polar world, and the promise and peril of the fourth industrial revolution) and current development practice, illustrated by the dotted line below. Regardless of their efficacy, traditional development approaches are ill equipped to deal with the exponential changes in the environment.



As these needs emerge, untapped sustainable development expertise, knowledge and solutions exist within developing countries. The core assumption driving the design of the Country Accelerator Labs is that complex, multi-sector problems such as those related to the Sustainable Development Goals are more likely to be solved by people who face these problems in their daily life. This assumption has informed the following desired shift:

From (how the development system currently solves problems)	To (how Accelerator Labs will build solutions)
Focusing on what external experts think the problems are	Stronger focus on locally-led solutions to inform design and delivery of new approaches as part of UNDP's signature solutions
Risk management to "do no harm" (minimizing negative effects of uncertainty)	Risk management for "intelligent risk taking" (maximizing benefits and minimizing negative effects of uncertainty)
Updating outputs on logframes	Exploring and uncovering the best ways to deliver and assess outcomes
Centralised planning and control	Influencing and directing outcomes with local accountability
Equal targets for development	Local variance in targets, depending on niches (expertise, assets, problems)
Logical, machine-like operations that don't adapt (clockwork)	Biological adaptation, growing around barriers (trees)

How will the Country Accelerator Labs achieve this change?

The core protocols that the country accelerator labs will use to spark this shift are solutions mapping, experiments and collective intelligence.

Key functions of the Accelerator labs together with the UNDP Country Office are:

1. Building and maintaining political/ institutional relationships. This should be the UNDP Resident Representative or Deputy, liaising with strategic partners and ensuring the work of the Lab advances national development goals.
2. Leading the work with technical specialists on designing experiments, partnering with government, civil society and entrepreneurs in the private sector.
3. Watching and learning from other programs and engaging with the local social (innovation) communities, identifying 'under the radar' organizations and individuals with potentially disruptive solutions and insights.
4. Communicating within and outside the country about learnings, outcomes and failures, and for engaging with the lab network.
5. Ensuring seamless administration of the effort and of emerging business models, making it efficient and transparent.

Three key pillars of the Accelerator Labs initiative are detailed below:

1. Solution mapping: 'Find out what is already working and do more of that'

Solutions mapping consists of finding things that work and expanding on them. It works by seeking out and making use of local assets, and identifying positive deviants, i.e. women and men whose uncommon but successful behaviours or strategies enable them to find better solutions to a problem than their peers, despite facing similar challenges and having no extra resources. Also, treating local innovators as "research and development teams" and building the skills of local partners to map and acknowledge their own assets can augment and amplify positive local dynamics, as opposed to resorting to sectoral experts who are more likely to approach any issue from a narrower perspective. Counter-intuitively, solutions mapping involves focusing on the solution rather than the problem. Positive deviant approaches have also been used within UNDP in select settings (PAPP, Moldova, among others) to identify and amplify the practices of holders of new norms for positive masculinity and the reduction of gender-based violence. By using such a technique, a farmer in Indonesia found an eco-friendly technique to reduce flood-inducing organic waste using a local insect, the Black Soldier Fly, while at the same time producing high-calorie farm animal feed that came from the flies' larvae. This approach has been studied and yields benefits distinct from other innovation methods, with high potential for scale up.³

The UNDP Country Accelerator Labs will use at least two ways to do solutions mapping:

Direct discovery of need and solution pairs: For instance, the innovation walks promoted by the National Innovation Foundation in India. These walks take place in rural areas and are aimed at documenting local innovative practice. Finding local solutions can also address multiple problems, as in the case of Indonesia's garbage for health insurance initiative, in which women trade recyclable garbage for health insurance - thus addressing both healthcare and environmental issues. In this case, need and potentially useful solutions came "packaged together".

³ See: Lead User Method vs. Innovation Contest – An Empirical Comparison of Two Open Innovation Methodologies for Identifying Social Innovation for Flood Resilience in Indonesia *Technology and Innovation Management, Hamburg University of Technology, Working Paper No. 101, 2017*

Positive deviance and lead user innovation, two innovation methods that are still relatively new to international development, are premised on the fact that when public services fail, citizens come up with coping strategies to solve their own problems. The role of development organizations or the public-sector changes drastically, focusing less on importing solutions from outside and more on identifying these citizens (lead users or positive deviants) and their home-grown solutions to provide mechanisms for scaling them. An oft-cited example of positive deviance is Save The Children's effort to combat child malnutrition in Vietnam, inspired by mothers who introduced brine shrimp from rice paddies and other proteins into their children's diets.

2. Experimentation: *'Test, and test again, to get beyond the obvious, expert solutions to understand what actually works'*

UNDP has a growing body of evidence related to experimentation in the public sector. The Accelerator Lab network will take UNDP's past work to scale and ideally will improve the way government and other organisations create, share and use (or 'generate, transmit and adopt') high quality evidence for decision-making.

Experimentation will be designed to assist:

Accelerating learning and explore the non-obvious: Experimentation helps identify and fill knowledge gaps without spending too much time or resources, and enables actors to accelerate the discovery of new potential solutions. Introducing a culture of experimentation expands the policy options available by creating a political environment that can test non-linear approaches to complex problems. By carrying out experiments in which solutions that aren't obvious or straight forward are tested, practitioners can explore radical solutions in a safe-to-fail context.

Reframing failure and KPIs: According to Harvard Business School's Amy Edmondson, we should draw a distinction between bad and good failures. "Good failures" help to increase knowledge about what we know to be true about the potential real- life effects of a hypothesis. For example, Finland's Design for Government programme is strategically introducing experimentation into policy-making and public innovation initiatives to learn from failures as much as to expand success. Similar work is underway in Chile and a growing number of countries.

3. Collective intelligence: *'We as a species know how to fix all our problems if we could just harness our own assets'*

Collective intelligence involves combining knowledge from citizens, big data from the private sector and governments, and human expertise to create solutions. It also involves combining wisdom, ingenuity, and creativity from those actors to create better solutions. Collective intelligence is the glue that binds experimentation and solution mapping and is an effective building block to create a network through which the know-how, tacit knowledge, wisdom, and experience will be shared for learning. It is the newest of the protocols with the least global expertise available, but it is essential if we want to succeed.

Collective intelligence implies a shift from information management (the cornerstone of traditional, mainstream knowledge management efforts) to organisational learning. It implies using 'sticky', local knowledge to increase the ability of large groups - a community, region, city or nation - to think and act more intelligently and effectively than the sum of their parts.

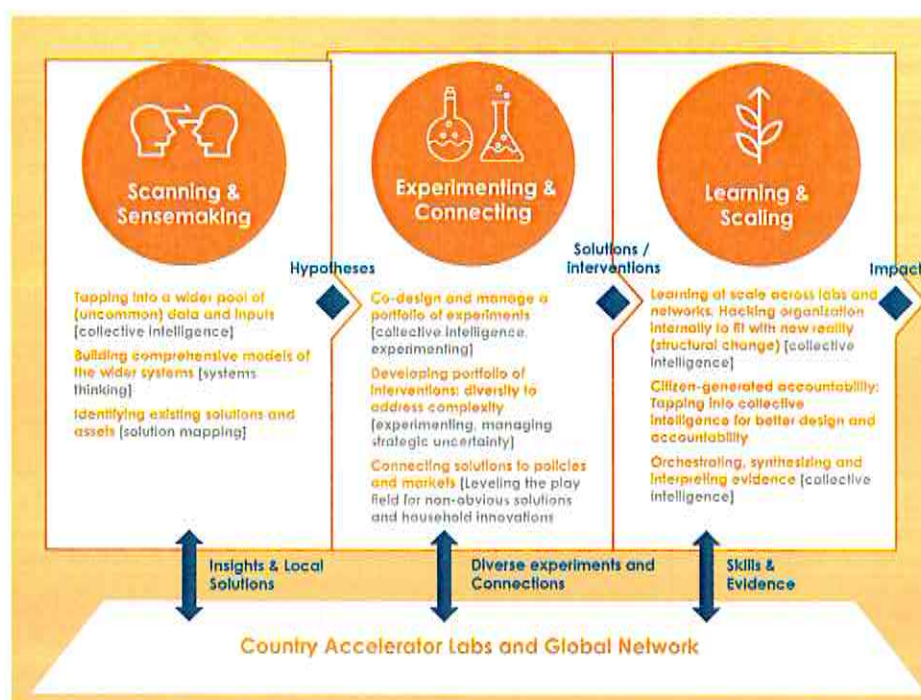
Collective intelligence improves outcomes in at least four ways:

Better understanding of facts and experiences: The explosion of new digital tools enables governments to gather data from many more sources, some generated proactively by citizens and groups (as in Metasub, where scientists track the health of cities through microbes in metros), some deriving from businesses (e.g. mobile phone networks revealing travel patterns or economic activity) and some generated automatically, e.g. through sensors.

Better development of options and ideas: Governments can tap into the collective brainpower of citizens to come up with better ideas and options for action. These methods can be very inclusive (for example, consulting residents on major decisions relating to urban planning in their area) or focus primarily on people with specific expertise. They tend to work best with active curation since most ideas start their life relatively unformed and are ill-suited to government action as a result.

Better, more inclusive decision-making and action: Decision-making, problem-solving, and implementation are usually left to experts, yet citizens are often well placed to make decisions on issues that affect them the most. New digital tools make it easier than ever for governments to involve citizens in policy-making, planning and budgeting and action. This can come in surprising ways, such as the research to integrate robots into insect communities, 'training' insects to search for trace chemicals like explosives in the ground.

Better oversight: From monitoring corruption to scrutinising budgets, open data and digital tools allow broader oversight of government activity, helping to increase accountability and transparency. For example, the group AMEE gathered publicly available company data to determine the carbon footprint of every business and organisation in the UK. Or Integrity Action, which encourages citizens to monitor the progress of public and NGO projects, advocating for better services and ensuring fewer public funds are wasted.



III. RESULTS AND PARTNERSHIPS

Expected Results

The Country Accelerator Lab project is designed to contribute to the accelerated delivery of top-quality programmatic results for the SDGs (UNDP Strategic Plan Organizational Performance: Tier 3). By design, the initiative does not predetermine specific result targets for each Country Lab, but allows these to be determined by local stakeholders in response to

specific country needs and opportunities and in line with UNDP's signature solutions. Outputs of the project will be as follows:

Output 1: A key result of this project will be that **UNDP Country Offices and partners will have increased capability for scanning, sensemaking and experimentation for sustainable development solutions** in 60 developing countries. This means that the Accelerator labs will uncover what sources of data may already exist - looking for unusual data sources including those in the public sector, the private sector, and elsewhere. Scanning and sensemaking infrastructure through 60 Accelerator Lab will unearth local solutions for sustainable development and increase collective intelligence to drive forward sustainable development, using democratic and market driven principles as drivers. These capabilities will be honed with national partners, and form a new service line to national counterparts.

Output 2: Where successful, **new sustainable development solutions will be scaled at country level** as part of UNDP's country programme and operations. A key indicator of success will be the relative take up of the solutions and collective intelligence identified – either within policy, grafting onto UNDP programmes or through market means as independent ventures.

Output 3: A core global level result will be that a **global learning and scaling network is established and functioning**. Our objective is to build a network of 60 Country Accelerator Labs as the largest, fastest global learning network on development challenges. The network will surface and reinforce locally sourced solutions at scale while mobilizing a wide and dynamic partnership of actors contributing knowledge, resources and experience. Once experiments are successful, scaling will target improvement of UNDP operations, public policy changes and synthesis and influence within other emergent innovation networks. The project will work closely with the GPN and the Communities of Practice to share learning.

Resources Required to Achieve the Expected Results

The initial team for the Network Support Team will be lean and include 5 full time positions. Additional staff time will be required from staff in BPPS/CB and the GPN. BMS, CO'S with existing labs and the regional bureaus. Beyond the full-time positions in the Network Support Team, regional hub innovation staff will be compensated for their time via cost recovery in an advisory capacity (SWAT team). Regional innovation advisors will play a key role in disseminating learning from the network in their respective regions, beyond the 60 Country Offices.

The Network Support Team will allocate significant budget to coordinate support via an extended network of partners for the individual Labs, through workshops, training programmes, mentorship, or other methods as required. Given the focus on increasing UNDP CO capability, this is a critical project component.

Staffing Individual Labs and Location

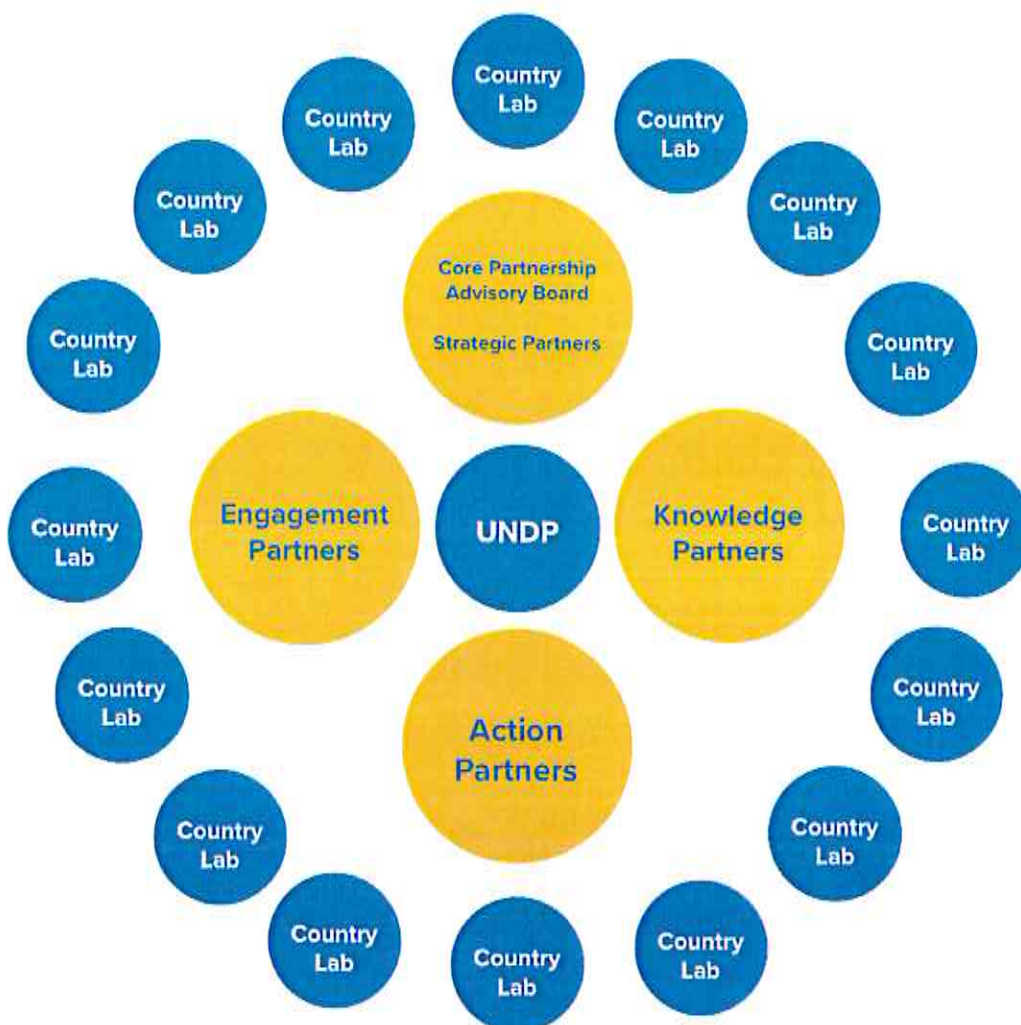
Regular recruitment processes are unlikely to attract the new talent needed for the labs: many of the people critical to the Labs are likely to be working on their own projects or seeking to expand a project. All UNDP recruitment will be followed in principle, but we will need to, initially, ensure that we reach the best candidates through events, hackathons, participating in conferences, or other means to demonstrate this as an exciting opportunity for potential leaders to share. Further, the competencies and behaviours required will be difficult to judge through CVs and formal interview processes. The Network Support Team will support CO's to use additional recruitment events and processes to surface those competencies and behaviours in order to ensure we get the best people with the lateral thinking skills that will be required for the Labs.

Key functions of the Accelerator Labs as detailed in the Strategy section above will be delivered by 3 core staff in each Accelerator Lab at the country level, supported by personnel from the UNDP Country Office as defined by Resident Representatives of each country. CO's that can elevate capabilities in term of staffing may do so as part of local resource mobilization.

Partnerships

In order to mainstream solutions mapping, collective intelligence and experimentation, UNDP needs to partner with organizations already strategizing and operating in these areas. Where UNDP's strengths lie are in its ability to relate to and respond to local dynamics, it has not yet developed ways of operating that are driven by these protocols. The pool of practitioners with both the practical experience and the theoretical rigour to deliver support for the Labs across the three protocols is very small.

A number of partners will work with the Network Support Lab to coordinate support as well as to help get the Support Lab and overall programme running, including [Nesta](#). This list will expand over time, to include emerging practitioners from the Lab network and elsewhere as we build relationships.



A list of potential partners is below. Those foreseen as responsible parties are outlined in the multi-year workplan and the responsible party matrix in the annexes. Responsible parties which are identified on the basis of collaborative advantage will be managed at the global level.

Strategic Partners

- [Nesta](#): (UK) Innovation foundation

Experimentation

Knowledge partners

- [States of Change](#): (Global) Public sector experimentation learning collective
- [Demos Helsinki](#): (FI) Open Source Democracy think tank
- [FutureGov](#): (UK) Design agency for government

Action partners

- [Quicksand](#): (India) Design agency in Delhi who helped create the [DIY Toolkit](#)
- [Vihara](#): Design-led innovation lab in Delhi

Engagement partners

- [MiLab \(Moldova\)](#): Public sector social innovation lab
- [Public Service Development Agency](#) (Georgia), experimentation in public policy
- [A2i Innovation Lab](#) (BD), national government innovation team
- [Civic Innovation Lab](#): (Nigeria) Launchpad for social innovators

Solution Mapping

Knowledge partners

- [Prof. Dr. Eric Von Hippel](#) (USA), MIT
- [UCT GSB](#): (ZA) Academic partner
- [Technische Universität Hamburg](#): (DE) Academic partner
- [Stanford University Change Labs](#) (USA) Academic partner

Action partners

- [Fundación Paraguaya](#) (PY) Entrepreneurship and microfinance NGO
- [Tandemic](#) (MY) Design agency

Engagement partners

- [Skopje City Lab](#) (FYRoM), City based lab in Skopje
- [UN Global Pulse Labs](#) (UG, ID, US)

Collective Intelligence

Knowledge partners

- [Geoff Mulgan](#) (UK) Author: *Big Mind*
- [Carina Antonia Hallin](#) (DK) Collective Intelligence Centre, Copenhagen Business School
- [Citizen Science](#) (US) Collaboration platform for science and evidence
- [MIT Collective Intelligence Center](#) (US)
- AI research and data science Makerere University <http://air.ug> (Uganda)
- [NYU Govlab](#) (US)

Action partners

- [SDG Innovation Lab](#) (AM), big data and artificial intelligence for development
- [Epistemonikos](#) (CL) Collaborative multilingual healthcare database

Engagement partners

- UN Global Pulse (ID, UG, US)
- [Nobeah Foundation](#) (KE) Decentralised technology and data foundation
- [Edgeryders](#) (EU)

Note that this list is indicative at this design stage. Global partnerships will be set up to support Country Offices as needed and determined by each of the Accelerator Lab teams in consultation with Country Office management. This design responds to lessons learnt from UNDP's innovation work in previous years: tailored support is often needed and CO's require partnerships to tap into as they see fit.

Risks and Assumptions

Risk	Severity (/5)	Likelihood (/5)	Mitigation factors
Scaling: Ability to roll out at aggressive timetable	4	4	Focus on clear protocols and good external support
Resistance from UNDP staff: very different way of working	5	4	Strong support/direct link with RR/CD
Availability of faculty/support (i.e. are there enough practitioners)	4	3	We know the world's leading practitioners and will explore alternate modes of delivery
Resistance from local Social Innovation community	4	3	Building bridges and honest local governance and accountability; hiring right staff in each context
Failure to raise full funding requirements	5	2	Fund Raising Strategy actively in process. Available funding will be released based on performance of the labs.

Delays due to ongoing UN reforms, new tier of Resident Representatives, including new types of partnerships within the UN	2	2	Onboarding of new RRs will include briefings on Accelerator Labs. Partnerships will be established between UNDP and UN agency innovation teams and units to drive collaboration where value added is evident.
Solutions-focus not resulting in sourcing the kind of integrated approaches required to achieve the SDGs across the board	2	2	The sensing function, part of the project learning cycle, is designed to identify the key issues a country is facing, before starting the solution mapping. A responsible party with strong technical expertise in sensing will guide the Labs carrying out sensing exercise to prioritise the issues to tackle.
Resistance in sharing failures and learning from failure	4	2	Management of the 60 Lab countries will sign a compact letter to support the extensive learning (including from failures). Project will organise webinars, bootcamps, calls with CO managements to continuously promote the learning culture throughout the project cycle.
Operational bottleneck due to new types of partnerships / service procurement	5	2	Project team will work on partnership agreements at the global level for the CO teams to utilise. Project team will discuss with BMS to identify and receive operational support to facilitate the conclusion of partnership agreements.

Stakeholder Engagement

The Lab network has a range of key stakeholders and target groups:

The Labs themselves

This includes the UNDP staff of the local labs. Our engagement with them should be about increasing their agency and ability to get things done, partly by giving them permission to do so and partly by increasing their competencies around lateral thinking, political awareness, innovation skills, and more. We must also ensure that they engage with their local innovation ecosystems.

Local innovation ecosystems

These will include existing other intermediaries such as Labs, creative hubs, and coworking spaces as well as start-ups and social enterprises. We must ensure that Labs engage and work with these actors, working with rather than working alone. Each Lab, given significant, but also

limited, funds must find their own niche based on what UNDP's ability to deliver value is in that ecosystem. This may include funding other labs or providing network support to them to elevate the ability for local innovations to scale nationally and within the Lab network globally.

The project will further engage with the local ecosystems through events where we will build networks and promote knowledge products that the UNDP Accelerator Labs develop (such as toolkits, practice guides, provocations, and reflection sessions) for use.

International Innovation and development Community

These knowledge products and events will be useful for the international innovation and development community as well, as well as building bridges between hubs that are not directly part of the network.

UN & UNDP wider system

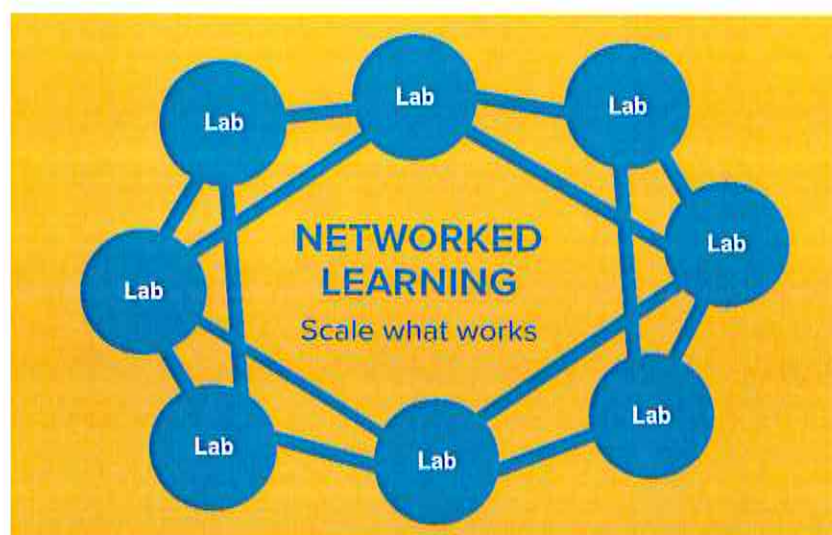
The UN and UNDP wider system are a critical set of stakeholders to engage. Their level of support will have a significant impact on the success of not only individual Accelerator Labs but also the extent to which the new ways of working text by the labs are scaled up within UNDP's own business model.

South-South and Triangular Cooperation

The Country Accelerator Lab Network will advance South-South and Triangular Cooperation in its focus on creating a network of labs in developing countries. While the project will directly focus on establishing 60 labs, a key output will be the emphasis on networking among existing UNDP-supported and partner labs in programming countries. This will mean south-south learning and exchange will be a critical input and output for this project.

Knowledge

The project creates a number of knowledge products, based on lab portfolios. Experiments within the labs will be designed strategically for their ability to produce organizational learning results for use throughout UNDP. Core to the learning will be the use of public blogs and other knowledge products structured around solutions mapping, collective intelligence and experimentation. Knowledge products will likely include toolkits and practice guides as well as a range of training programmes for the Labs. These will sit alongside UNDP's existing toolkits and practice guides developed in partnership such as the *UNDP Hacker's Toolkit*, and *Social Innovation Camps: A Toolkit for Troublemakers*.



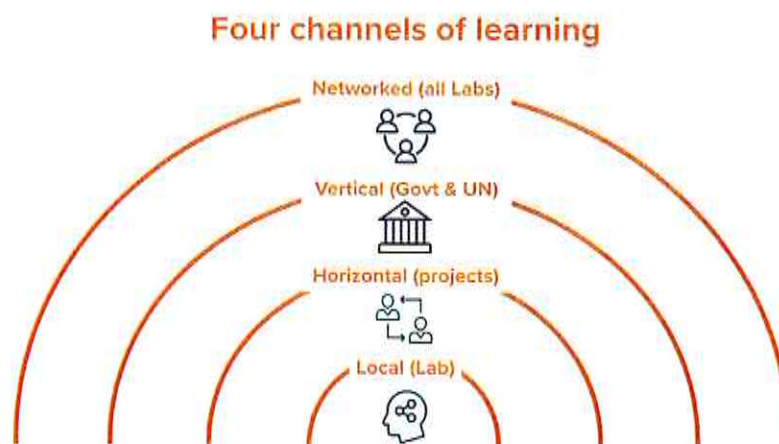
Networked learning

The ability of the network to accelerate progress toward global goals hinges on its capability to rapidly surface and signal approaches that work in different contexts and thus improve the collective intelligence of the entire system.

Networked learning is about learning what works, in what contexts, for whom, and how – within each Lab and between the Labs. There is no simple way to do this: organisational learning is difficult but without it, we will not be able to accelerate progress toward the SDGs.

For this initiative to work, the 'connective tissue' ensuring the transmission of learning needs to be strong on four levels:

- **Local:** regular processes within each Lab to know what they know – through testing hypotheses, action, observation and recognition.
- **Horizontal:** Labs share knowledge internally and with other actors in the ecosystem.
- **Vertical:** Labs feed back knowledge gained locally by sharing it with UNDP and the wider UN system in country as well as with other government institutions.
- **Networked learning:** The spread of knowledge across the network as inputs to solutions-mapping, experimentation, and collective intelligence elsewhere



Building on UNDP's past efforts in innovation labs and work, the Accelerator Lab network will attempt to bridge silos between experts in social innovation and content experts in the areas of UNDP's signature solutions. Ideally, learning efforts will enable:

- a) The labs to leverage the instruments and knowledge of UNDP's programmes and experts to directly integrate citizens and their solutions with the development system. It will make sure that their contributions strengthen the systemic approach to development and that their knowledge is put to use to tackle the root causes of poverty. In addition, it will put the highly specialized and technical knowledge to the service of citizens and their communities. And,
- b) UNDP's programmes beyond the labs to leverage both solutions and challenges from the Labs and use local knowledge to move closer to the ground by cultivating a contextualized understanding in which they operate at the community level.

Sustainability and Scale up

The Accelerator Labs will be designed to scale from the beginning. Within each of the country labs, scale will be targeted in three ways for experiments, local solutions and insights from collective intelligence:

1. *Ability to penetrate the UNDP Country Office programming:* i.e. local solutions would inform and alter UNDP programming to advance system change

2. *Ability to influence national policy in order to create opportunities for acceleration:* .ie. changes in the regulatory environment to make space for new data and/or experiments that are ahead of the curve.
3. *Ability to spin off into independent ventures:* i.e. the commercialization of local methods through purchase and/or sale of patents

Successful scaling of new methods, ease of entry into partnerships and adaptation of business modalities will depend on a regular review and grafting of successful accelerator protocols onto UNDP programme, finance, procurement and human resource procedures. The project board will play a critical role in recommending how to scale Accelerator Lab methods into UNDP core business.

Sustainability will be assessed in year 3 and in the first six months of year 4 of the project. The goals of sustainability are not limited to the continuation of the labs as structures, but rather of the ways of working (protocols) that the Accelerator Labs employ. The work of the Accelerator Labs may continue either through a) through nationally raised resources and remain in UNDP, to hand over the lab capabilities to government either at national or sub-national level.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The Country Accelerator Lab Network will employ the engagement facility modality and joint operations with partners to advance cost efficiency and effectiveness.

Use of Engagement Facility: As per available procedure, participating Country Offices will set up engagement facilities as a rapid and flexible response mechanism to support the testing of innovations with scale-up potential.

Joint Operations with partners for effectiveness and cost efficiency: Critical to the project's efficiency and effectiveness will be forging new grounds in the way that UNDP undertakes, uses and manages partnerships. During project design, several private sector and academic institutions have expressed strong interest in partnering with UNDP. The scale of ambition and direct engagement of UNDP's Administrator in this project are proving to be a huge attractor for potential pro-bono partnerships. This will be an asset for UNDP, but will require specific expertise in order to elevate a systems approach to innovation partnerships.

Project Management

This is a DIM management project that will be operationalized both at the global level (through staff in Executive Office in the incubation phase (year 1) and subsequently through the SDG Integrator Hub of the GPN. Regional Bureaus are responsible for oversight and advisory support as part of regular CO operations. Each of the 60 Labs will require physical space and Country Offices will have discretion over possible arrangements including:

- Placement of the Accelerator Lab in a government partner office
- Placement of the Accelerator Lab within UNDP premises
- Placement of the Accelerator Lab within the premises of an existing partner lab in country

Each of these options have distinct benefits and the Global network support hub will advise CO's on selection of placement and business models. Shared operations support for global project management and partnerships management will be provided from UNDP Headquarters, while programmatic advisory services for Country Accelerator Labs will be supported through portions of staff time in UNDP's existing labs and regional hubs.

V. MULTI-COUNTRY RESULTS FRAMEWORK⁴

Intended Outcome as stated in the UNDP Strategic Plan:						
Outcome 1: Accelerated delivery of top-quality programmatic results for the SDGs (SP Organizational Performance, Tier 3)						
Outcome indicators as stated in the UNDP Strategic Plan:						
SP Organisational Performance 1.2.6 Percentage of country offices that pilot and/or scale innovative tools and methodologies						
Applicable Output(s) from the UNDP Strategic Plan: Organisational Performance 1.2 Cross-cutting approaches fully integrated into UNDP programmes and projects						
Project title and Atlas Project Number: Accelerator Lab Network (Project Number: 0011678)						
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵	DATA SOURCE	BASELINE			DATA COLLECTION METHODS & RISKS
			Value	Year 1	Year 2	Year 3
Output 1 UNDP Country Offices and partners have increased capability for scanning, sense-	1.1 Number of local solutions addressing key local challenges identified by the labs using new methods [disaggregated by method and policy problem]	Global Network support tracker	0	2018	60	90
	1.2 Number of experiments undertaken by the labs	Hypotheses database	0	2018	60	150
						210
						Data will be collected via a global network support tracker set up for project monitoring.
						Lab experiments will be tracked and shared among the network to understand what strategic risks are being explored by each experiment

⁴ Multiple countries/IPs can contribute to the same output and can share the same indicators. UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁵ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<i>making and experimentation</i>	1.3 Variation among types of experiments run by the labs ⁶	Hypotheses database	0	2018	90% coherence among hypotheses	80% coherence among hypotheses	75% coherence among hypotheses	The data source will be the Global Network tracker. One risk is that in initial years, clustering will occur which may impede diversification in the experiments portfolio.
Output 2 <i>New sustainable development solutions will be scaled at country level</i>	2.1 Proportion of lead innovators (surfaced through solutions mapping) whose ideas that either a) get taken up by government or b) spin off into standalone ventures or c) influence UNDP programming [disaggregated by sex, rural urban, and country typology]	Lab network	0	2018	10%	20%	30%	The data source will be the global network support tracker. Risks may be delays due to resistance in scaling new methods, particularly operational procedures that are difficult to iterate based on innovation.
	2.2 Proportion of solutions surfaced through collective intelligence methods that either a) get taken up by government or b) spin off into standalone ventures or c) influence UNDP programming	Lab network	0	2018	10%	20%	30%	The data source will be the global network support tracker.
	3.1 New models, approaches and insights from lab network documented and disseminating through working out loud	UNDP Stories/ blogs	0	2018	60	120	180	Data will be collected through the country lab reporting mechanism. Blog posts will be a core way to share learning in real time.
	3.2 Methods for solutions mapping, collective intelligence and experimentation developed, codified disseminated	Global Network support tracker	0	2018	Proof of concepts tested	Methods developed	Learning and impact developed	Data collection will draw from Lab reports and the Global Network to understand the evolution of methods tested through the Lab protocols.
Output 3 <i>Global Acceleration Learning and Scaling Network established and functional</i>	3.3 Proportion of solutions adapted or inspired from one country accelerator lab to another and among all UNDP country offices	Global Network support tracker	0	2018	10%	15%	30%	Data collection methods will apply data science to mine UNDP's Yammer platform for insights on connectivity among the labs.
	3.4 Proportion of UNDP Country Office programming influenced by the portfolio of experiments of the Accelerator Labs.	UNDP Results Oriented Annual Report	0	2018	10%	20%	30%	Data collection will be based on self-assessment by Country Office management of the relative influence on UNDP CO programme portfolio.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

⁶ Increasing variation among methods used is a benchmark for a successful balanced portfolio to ensure that experiments are breaking new ground and testing new methods that explore ways to manage emergent risks.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the labs in achieving the agreed outputs.	Data collected biannually	Slower than expected progress will be addressed by Global Network support team.	Global Pulse	
Monitor and Manage Risk	Scaling, resistance, availability of local partners and delays are the key risks identified thus far. These will be tracked in a risk log. Measures and plans that are required as per UNDP's Social and Environmental Standards will be undertaken. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Monthly	Risks will be identified by Global network support team and actions are taken to manage risk. The risk log will be actively maintained to keep track of identified risks and actions taken.		N/A
Learn	Learning will be a core results and activity of the Accelerator Labs. Monthly drop in calls among the labs will be organized in 2019 to ensure rapid exchange of knowledge and tools among the labs. Given the newness of the protocols, proof of concept will be the first stage, followed by articulation of next generation methods, and finally a clear story-line of the successes and limitations of using these new protocols.	Monthly	Action based on learning will be taken on at least a monthly basis. Higher level learning may impact UNDP CO operations cases where protocols are yielding new results and partnerships.	Nesta	
Annual Lab Quality Assurance	The quality of the project will be assessed against, and feed into, UNDP's quality standards to identify project strengths and weaknesses and to inform decision making to improve the labs and to impact UNDP's regular programming based on the learning emerging from the labs.	Annually	Areas of strength and weakness will be reviewed by Global Network support team and used to inform decisions to improve project performance.		
Review and Make Course Corrections	The labs will need to iterate and course correct on a regular (weekly/monthly) basis. Course Corrections will be a core part of learning to develop the Lab protocols.	Quarterly	Performance data, risks, lessons and quality will be discussed by the Project board and used to make course		

				corrections.		
Solutions Mapping Learning Report	A solutions mapping and learning report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	The Project board will review Accelerator Lab experiments and solutions with a view to scaling methods and lessons into UNDP core business. This may include recommending adaptations to programme procedures where warranted based on the use of new methods and partners.			300,000
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress will be discussed by the project board and management actions agreed to address the issues identified.			N/A

Evaluation Plan⁷

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	Planned Completion Date	Cost and Source of Funding
Midterm evaluation	Internal review	Cross-cutting approaches fully integrated into UNDP programmes and projects	Q2 2020	50,000
Final Evaluation	TBD	Cross-cutting approaches fully integrated into UNDP programmes and projects	Q1 2022	\$ 500,000 (from Project funds)

⁷ Optional, if needed

VI. MULTI-YEAR WORK PLAN BY PARTNER COUNTRY⁸⁹

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1: Increased UNDP capability for scanning and sensemaking Gender marker: GEN1	1.1 Activity [Global] Designing/updating learning content and curricula	1,050,000	1,000,000	400,000	400,000	Data Pop Alliance Cognitive Edge, Dark Matter Labs, UN Global Pulse, Fundacion Paraguaya	Donor	Institutional and individual Contracts	2,500,000
	1.2 Activity [Global/ Regional] Iteration and delivery of learning content and curricula	700,000	600,000	500,000	400,000	Nesta	Donor	Project management & Policy Advisory Staff Time	250,000
								General operating and admin costs	100,000
								Institutional and individual Contracts	600,000
								Project management & Policy Advisory Staff Time	600,000
								Travel	1,000,000
	MONITORING	25,000	25,000	25,000	15,000	UNDP		Vendor Contracts (Design/Editing)	90,000
Sub-Total for Output 1		4,500,000	4,500,000	4,500,000	---	UNDP		Institutional and individual Contracts	5,140,000
	2.1 Activity [Country] Communications and Local Engagement	4,500,000	4,500,000	4,500,000	---	UNDP		Institutional and individual Contracts	13,500,000

⁸ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

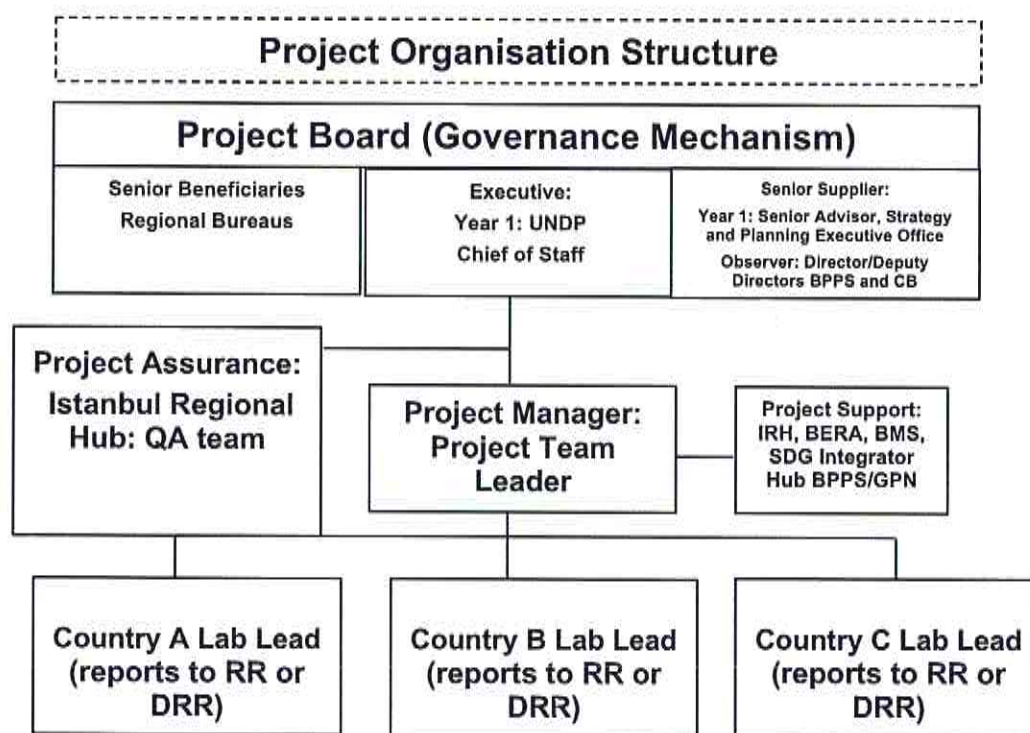
Output 3: Global Learning and Scaling Network Gender marker: GEN1	2.2 Activity [Country] Lab experiment portfolio	21,000,000	21,000,000	21,000,000	21,000,000	---	UNDP	Donor	Institutional and Individual Contracts	33,500,000
									Project Management Staff Time	29,500,000
	2.3 Activity [Country] Country Accelerator Lab teams/lab management	14,900,000	14,900,000	14,900,000	14,900,000	---	UNDP Country Offices	UNDP and Donor	Human Resources	44,700,000
	2.4 Activity [Global/ Regional] Lab Network Policy/Market Scaling research	970,000	970,000	970,000	970,000	----	UNDP	Donor	Policy Advisory Staff Time	2,910,000
	MONITORING	25,000	25,000	25,000	25,000		UNDP	Donor	Travel	100,000
	Sub-Total for Output 2									124,210,000
	3.1 Activity [Global] Global Network Support Team Staff	1,560,000	1,560,000	1,560,000	1,560,000		UNDP	Donor	Human Resources	6,240,000
	3.2 Activity [Global] Global Network Support Team and SWAT team monitoring missions	150,000	150,000	150,000	150,000		UNDP	Donor	Travel	600,000
	3.3 Activity [Global] Curation and production of practical tools to capture, codify and spread what works	250,000	250,000	250,000	250,000		UNDP	Donor	Institutional and Individual Contracts	1,050,000
	3.4 [Global] Annual Accelerator Lab Spin-off Assemblies	240,000	240,000	240,000	240,000		UNDP	Donor	Institutional and Individual Contracts	960,000
General Management Support	MONITORING AND EVALUATION	83,333.00	83,333.00	83,333.00	83,333.00	200,000	UNDP, Salesforce Foundation	Donor	Human Resources Individual Contracts	1,800,000
	Sub-Total for Output 3									10,650,000
										11,200,000
TOTAL										151,200,000

Extract: Country level activities for each of the Accelerator Labs

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4		Funding Source	Amount
Output 2: Identify and Elevate New Solutions Gender marker: GEN1	2.2 Activity [Country] Communications and Local Engagement	12,000,000 (200k * 60)	12,000,000 (200k * 60)	12,000,000 (200k * 60)	---	UNDP	Institutional and Individual Contracts	36,000,000
	2.3 Activity [Country] Experiments and solutions mapping	21,000,000 (350k * 60)	21,000,000 (350k * 60)	21,000,000 (350k * 60)	---	UNDP	Institutional and Individual Contracts	33,500,000
	2.4 Activity [Country] Onboarding Country Accelerator Lab teams	14,900,000	14,900,000	14,900,000	---	UNDP	Human Resources	44,700,000
	Sub-Total for Country level activities to be managed by UNDP Country Offices							114,200,000

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This is a global multi-country project to be implemented by the Executive Office with expertise from BPPS/CB and Regional Bureaus, through the UNDP Country Offices using the Direct Implementation Modality (DIM). To ensure that the Accelerator Labs are a core part of UNDP's positioning under the development system reforms and to facilitate the scaling of lessons from the Accelerator Labs into UNDP's business processes, the project will be led out of the Executive Office for year 1, with plans for handover to the SDG Integrator Hub as part of the Global Programme Network in 2020.



The composition of the Project Board will include the following roles: Executive, Senior Supplier, and Senior Beneficiary.

Executive: Executive is an individual who represents ownership of the project and chairs the Project Board. The Executive is ultimately accountable for the results of the project. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and supplier. Specific Responsibilities (as part of the above responsibilities for the Project Board) includes:

- Ensure that there is a coherent project organization structure and logical set of plans;
- Set tolerances in the annual work plan and other plans as required for the Project Manager;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief relevant stakeholders about project progress;
- Organize and chair Project Board meetings.

For this project during the incubation phase of the first year, the UNDP Director of the Executive Office will serve as the Executive.

Senior Supplier: Senior supplier is an individual or group representing the interests of the parties concerned which provide technical expertise and/or funding to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project. Specific Responsibilities (as part of the above responsibilities for the Project Board) include:

- Make sure that progress towards the outputs remains consistent from the supplier perspective;
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management;
- Ensure that the supplier resources required for the project are made available;
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.
- Promote coordination among the present and related project endeavors of UNDP

For this project, during the incubation phase of the first year, the Senior Advisor: Strategy and Planning of the Executive Office will serve as the Senior Supplier.

Senior Beneficiary: The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Project Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. Specific Responsibilities (as part of the above responsibilities for the Project Board) include:

- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Ensure that the specification of the Beneficiary's needs is accurate, complete and unambiguous;

- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target;
- Impact of potential changes is evaluated from the beneficiary point of view;
- Risks to the beneficiaries are frequently monitored.

For this project, the role of Senior Beneficiaries will be the five Regional Bureaus, representing the participating Accelerator Lab Country Offices.

Project Assurance: The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. The Project Assurance function will rest with the Istanbul Regional Hub on a cost recovery basis.

A **Strategic Advisory Group** will also be established, including key project Donors and globally distinguished experts in development innovation and SDG acceleration, as well as representatives from strategic investors and funding partners to this project. This Strategic Advisory Group will advise the Project Board.

Project Manager (Implementing Partner): The Team Leader: Country Accelerator Labs will serve as the Project Team Leader and has the authority to run the project on a day-to-day basis within the constraints laid down by the Board. The Project Team Leader plays a key role in coordinating and incorporating the programmatic contributions of all partner countries and is responsible for day-to-day management and decision-making for the project. The Project Team Leader's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. Different knowledge and engagement partners will be invited to support the implementation of outputs. The Project Team Leader will be supported by a small team that may be identified during the formulation of the multi-country project, taking into account its comparative advantage [See Annex for TORs.]. Such an office is called a coordinating office of the project.

Project Support: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

The **Accelerator Labs** in the 60 target countries will be under the supervision of the UNDP Country Office, reporting to either the Resident Representative or the Deputy Representative. The labs will be supported by both UNDP's existing global policy network in the region and globally, as well as external knowledge and engagement partners. As a multi-country programme, each UNDP Country Office will be responsible for the outputs within their workplans, with Resident Representatives accountable for results of the lab, financial supervision and programme execution. It is expected that the Labs will also recruit small teams of experts in relevant fields depending on the local context, including for example in collective intelligence, lead user methods, social entrepreneurship, data analytics and behavioural insight, to conduct the experimentation and work of the Labs.

Responsible Parties

Responsible parties are outlined in the multi-year workplan. These are state-of-industry institutions who will have global level agreements to provide expert support as per the activities outlined there. UNDP Country Offices will be able to tap into global level agreements where needed to provide targeted support.

VIII. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

UNDP (Direct Implementation Modality)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹⁰ [UNDP funds received pursuant to the Project Document]¹¹ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

¹⁰ To be used where UNDP is the Implementing Partner

¹¹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- a. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any

payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with the Implementing Partner, responsible parties, subcontractors and sub-recipients.

- 1. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
- 2. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- 3. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management Standard Clauses" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management" are included,

mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

- 1. List of Countries**
- 2. Project Quality Assurance Report** [Available in a separate document due to formatting]
- 3. Social and Environmental Screening Template**
- 4. Project Board Terms of Reference and TORs of initial key positions**
- 5. Terms of Reference of the Strategic Advisory Board**
- 6. Risk Analysis**

Annex 1: List of Countries

Regional Bureau for Africa

Angola
Chad
Congo
Democratic Republic of Congo
Rwanda
Uganda
Namibia
Malawi
Lesotho
Zambia
Eswatini
South Africa
Zimbabwe
Ethiopia
Cape Verde
Togo
Ghana
Benin
Mali

The Gambia
Burkina Faso
Tanzania
Niger
Sierra Leone
South Sudan
Kenya
CAR

Regional Bureau for Arab States

Algeria
Iraq
Morocco
Lebanon
Libya
Palestine (PAPP)
Somalia
Sudan
Tunisia
Jordan

**Regional Bureau for Eastern Europe and
Central Asia**

Ukraine
Uzbekistan
Turkey
Serbia
Bosnia and Herzegovina
Azerbaijan

Regional Bureau for Asia Pacific

Cambodia
Malaysia
Philippines
Pacific - Fiji
India
Nepal
Pakistan
Lao PDR
Timor Leste
Vietnam

**Regional Bureau for Latin America and
Caribbean**

Argentina
Caribbean (Based out of Barbados)
Dominican Republic
Colombia
Paraguay
Mexico
Ecuador

ANNEX 2: PROJECT QUALITY ASSURANCE REPORT

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

HIGHLY SATISFACTORY (4)
●●●●○

All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.

RATING CRITERIA

STRATEGIC

1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):

- **3:** The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.

3

Evidence

The project shows a direct link to the UNDP Strategic Plan Results and Resource Framework. It also has a clear rationale based on evidence in the emergent field of innovation which underpins the strategy and timing of the initiative.

2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):

- **2:** The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (*both must be true to select this option*)

2

Evidence

The project will include county accelerator labs in contexts that span all three development settings within the 2018-2021 Strategic Plan. It is directly linked to the SP's indicator 1.25, the percentage of country offices that pilot and/or scale innovative tools and methodologies.

RELEVANT

3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):

- **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (*both must be true to select this option*)

2

Evidence

Given the strong focus on bottom up innovation methods, target groups are specified only to the level of detail possible in order to be driven by the local innovation ecosystems in each of the countries where Accelerator Labs will be set up. Solutions mapping and collective

*Note: Management Action must be taken for a score of 1, or select not applicable.

	intelligence require and advance the concept of meaningful participation.
4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project): <ul style="list-style-type: none"> <u>3</u>: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. 	<p style="text-align: center;">3</p> <p style="text-align: center;">Evidence</p> <p>The project's strategy has been vetted with top experts from academia, the private sector and builds on the lessons of UNDP's innovation journey in the past Strategic Plan with direct involvement of the Administrator in these discussions and strong indications of external support and enthusiasm for the chosen strategy.</p>
5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project): <ul style="list-style-type: none"> <u>2</u>: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> 	<p style="text-align: center;">2</p> <p style="text-align: center;">Evidence</p> <p>Gender concerns are integrated into the project's strategy. A core modality of the accelerator labs will be to mitigate inequities in under-representation of women in innovation lab management roles.</p>
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> <u>3</u>: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> 	<p style="text-align: center;">3</p> <p style="text-align: center;">Evidence</p> <p>The project has a strong focus on partnerships, with responsible parties identified in the multi-year work plan.</p>
SOCIAL & ENVIRONMENTAL STANDARDS	
7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> <u>2</u>: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. 	<p style="text-align: center;">2</p> <p style="text-align: center;">Evidence</p> <p>The project will advance participation rights of women and men by seeking local knowledge and participation as a core protocol (solutions mapping) of the Country Accelerator Labs.</p>
	3

<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>). 	<p>Evidence</p> <p>A core driver of the strategy of this project is to bridge sectoral silos to position UNDP to find new methods to address complex, integrated challenges.</p>	
<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [If yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	<p>Yes</p>	
<p>MANAGEMENT & MONITORING</p>		
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (<i>all must be true to select this option</i>) 	<p>3</p>	<p>2</p>
	<p>1</p> <p>Evidence</p> <p>The project has a strong line of coherence between outcomes, outputs and outputs indicators.</p>	
<p>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p>	<p>Yes (3)</p>	
<p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (<i>all must be true to select this option</i>). 	<p>3</p> <p>Evidence</p> <p>The project board has a clear TOR. Regional Bureaus as the Senior Beneficiaries have been consulted on the strategy and on the selection of Country Offices.</p>	
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. 	<p>2</p>	
	<p>Evidence</p> <p>Risks and assumptions are outlined including internal and external factors, with mitigation factors defined for each risk.</p>	
<p>EFFICIENT</p>		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of</p>	<p>Yes (3)</p>	

achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.		
15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	Yes (3)	
16. Is the budget justified and supported with valid estimates?		2
<ul style="list-style-type: none">2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.	Evidence The Multi-year workplan is budgeted at the activity level and based on prevailing rates.	
17. Is the Country Office fully recovering the costs involved with project implementation?	3	
<ul style="list-style-type: none">3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)	Evidence Human resources for administration and for technical advisory services are included in the costing of the multi-year workplan.	
EFFECTIVE		
18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):		
<ul style="list-style-type: none">1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.	1	
	Evidence The project is a DIM project. Capacity assessments of responsible parties will be conducted as needed.	
19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?	3	2
<ul style="list-style-type: none">3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the	1	
	Evidence	

views, rights and constraints of populations have been incorporated into the project.		
20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?	Yes (3)	
21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.		No (1)
	Evidence	
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):	3	
<ul style="list-style-type: none">3: The project has a realistic work plan & budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources.	Evidence	
SUSTAINABILITY & NATIONAL OWNERSHIP		
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):		2
<ul style="list-style-type: none">2: The project has been developed by UNDP in close consultation with national partners.	Evidence Assessments and evaluations from governments in countries where UNDP has existing labs have informed the project development.	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):	3	2.5
<ul style="list-style-type: none">1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.	1	
	Evidence The project is a management project. While national capacities are likely to benefit from the new approaches and methods of the Accelerator Labs, no traditional capacity assessments are foreseen.	
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc..) to the extent possible?		No (1)
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3)	

ANNEX 2. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Accelerator Lab Network
2. Project Number	00116178
3. Location (Global/Region/Country)	Global with selected 60 countries

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project aims to build a network of 60 Country Accelerator Labs as the largest, fastest global learning network on development challenges and to contribute to the accelerated delivery of programmatic results for the SDGs. The network will surface and reinforce locally sourced solutions at scale while mobilizing a wide and dynamic partnership of actors contributing knowledge, resources and experience. The Country Accelerator Labs in selected countries will identify, engage, and bring together active citizens, local communities, social entrepreneurs to map, identify, and elevate local solutions to create a global collective intelligence for global learning and scaling. By bringing local actors to the centre of the activities in accelerating local efforts to achieve SDGs, the project pays its utmost attentions to the challenges and the needs of everyone, including the most vulnerable and excluded populations in the selected countries, and ensure that the principles of "Leave No One Behind" are respected.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project will take special measures to reach out to women, girls, vulnerable and excluded populations, to make sure they are fully included in the identification and mapping of solutions. The project will, among other Goals, pay special attention in identifying, mapping, leveraging and scaling solutions to achieve SDG5, Achieve gender equality and empower all women and girls. Project ensures the equal participation of women and men at the local level, including the composition of the Lab Leads in participating countries, and take special measures to the locations where women's participation is particularly low.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project works to identify, map, leverage and scale local solutions in achieving Agenda 2030 for Sustainable Development. From this perspective, the project

seeks to locate local efforts in addressing environmental sustainability, draw principles of its success, and bring it to the global for a for the collective learning, and potential scaling. Given the nature of the project, the project does not envisage any physical activities which might cause adverse impacts to the environment. However, the Country Accelerator Labs will be instructed to take full consideration on the environmental sustainability throughout the project implementing period.

Final Sign Off

Signature	Date	Description
QA Assessor Milica Begovic		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver Joseph D'Cruz		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair Michele Candotti		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

Annex: Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹²	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No

¹² Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹³ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with	No

¹³ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

	national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁴	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No

¹⁴ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 4: TORs of key staff in the Network Support Team:

1. Project Team Leader

I. Position Information	
Job Title: Team Leader	Grade Level: P5
Department: UNDP	Duty Station: New York, USA
Reports to: Senior Advisor, Strategy and Planning, Executive Office	Family Duty Station as of Date of Issuance: New York
Direct Reports: 3	Date of Issuance: Nov.10 th 2018
Position Status: Non-Rotational	Closing Date: Nov.20 th 2018
Job Family: Yes	Duration and Type of Assignment: More than a year; Fixed Term Appointment

XI. II. JOB PURPOSE AND ORGANIZATIONAL CONTEXT

The UNDP Strategic Plan 2018-2021 embraces the complexity of development and commits the organization to helping countries find faster, more durable solutions to achieve Agenda 2030. In line with this, the organization has begun incubating a number of strategic initiatives aimed at ensuring UNDP is 'fit for purpose' to deliver a new generation of solutions in line with the challenges the world faces.

One such key strategic initiatives is the Country Accelerator Lab Network. The initiative is run out of the UNDP's Executive Office of the Administrator in very close collaboration with the Bureau for Policy and Program Support, Regional Bureaus and Country Offices. The intention is to build the largest and fastest learning global network of Accelerator Labs (initially setting up 60 labs in 60 countries) to apply emerging approaches to development challenges and accelerate progress toward the Agenda 2030. The Labs, embedded within UNDP's global architecture and country platforms, embody the new organizational offering to transform the collective approach to development. The new offering is premised on leveraging the latest thinking from the fields of **complexity science**, **lead user innovation** and **collective intelligence** toward new development approaches and accelerated learning on most effective and locally appropriate ways of achieving SDGs.

The network will surface and reinforce locally sourced solutions at scale while mobilizing a wide and dynamic partnership of actors contributing knowledge, resources and experience. The initiative is meant to transform our collective approach by introducing new protocols, backed by evidence and practice, which accelerate the testing and dissemination of solutions within and across countries. This will enable the global community to collectively learn from local knowledge and ingenuity at a speed and at a scale that our societies and planet require. This will be achieved by:

- Building on locally-sourced solutions, finding things that work and expanding on them;
- Rapid testing and iteration to implement what works and go beyond the obvious solutions;
- Combining the best understanding, ideas and expertise to generate collective knowledge;
- Accelerating progress by bringing expertise, creativity and collective intelligence to bear.

The Team Leader will coordinate the Accelerator Lab Initiative and will be primarily responsible for developing and executing the corporate strategy around the initiative, provide overall guidance and direction and provide a link to broader corporate innovation efforts.

The Team Leader reports to the Senior Advisor, Strategy and Planning in the Executive Office of the Administrator. S/he supervises the Accelerator Lab Network core team, liaising closely with other bureaus, units and country offices as required.

XII. III. DUTIES AND RESPONSIBILITIES

In this section list the primary responsibilities of the position (Typically five). As needed add additional context below the responsibilities. Tip: Focus on what the job entails not how to do the job.

- **Strategic planning and implementation**

Develop the strategy for the Accelerator Lab Network initiative, identify key knowledge, investment and engagement partners, lead on corporate communications both internal and external, build internal buy in, support systems (political, operational) for country-labs, identification of candidate countries for rolling out the initiative, assessing major risks and opportunities. Liaise with the senior management of the organization on the overall direction of the initiative.

- **Management of the unit**

Identify, recruit and establish the network support team, provide technical guidance and supervision to the unit, promote synergies and team building and supervise delivery of quality results.

Manage the necessary resources to set up and roll out the initiative (human, financial, etc.), ensure compliance with organizational rules, regulations and policies for integrity and transparency.

Design and nurture close collaboration with the outposted innovation teams in the field, in close collaboration with the regional bureaus

- **Advisory support, technical guidance and capacity building**

Design and develop a system for rolling out new capabilities for the 60 country labs with mechanisms to track, evaluate, and share learning on what works under different development contexts.

Design the system for engagement between the network support lab and the 60 Accelerator Labs in order to timely anticipate, identify and respond to emerging needs and build the collective intelligence of the system

- **Advocacy and alliance building**

Identify, set up and nurture partnerships with key strategic, knowledge, engagement and other partners in order to crowd in expertise, investments and knowledge for the Network and by the Network

Represent the initiative corporately both internally and externally, profiling the strategic efforts of the work, sharing learning across institution and organizational lines, and creating new opportunities

XIII. IV.	Description of Competency at Level Required
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COMPETENCIES AND SELECTION CRITERIA	(For more comprehensive descriptions please see the competency inventory)
In this section list all core competencies as well as the most relevant technical/functional competencies the role will require along with the appropriate level. A Detailed list of competencies can be accessed through the following link: https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx	
Core	
Innovation <i>Ability to make new and useful ideas work</i>	Level 6: Exercises stakeholder-centered design approaches for office / programme / division
Leadership <i>Ability to persuade others to follow</i>	Level 6: Ensures teams are resourced for success and empowered to deliver
People Management <i>Ability to improve performance and satisfaction</i>	Level 6: Guides substantive specialists / teams and expands credibility and innovation capacity
Communication <i>Ability to listen, adapt, persuade and transform</i>	Level 6: Creates confidence among stakeholders by delivering authoritative positions, compelling analysis, and contextual acumen
Delivery <i>Ability to get things done while exercising good judgement</i>	Level 6: Accepts accountability for the outcomes of programme delivery and facilitates improvement and innovation in the delivery of products and services
Technical/Functional	Detailed list of competencies can be accessed through https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx and hiring managers are encouraged to familiarize themselves for more information
Innovation <i>Ability to manage organizational resources and deployment in pursuit of innovation approaches and initiatives</i>	Level 6: Integrate & Empower: Leads integral work of teams utilizing expertise, vision, problem-solving capability, and collaborative energy in professional area of expertise

V. Recruitment Qualifications	
Education:	Bachelor's degree in design, social policy, public policy, politics, economics, development studies or a related area.
Experience:	At least 10 years of experience in development policy, international relations and/or social innovation for the international and public sector Experience in applying strategic learning design in public sector and international development, preferably with experience in the

	<p>developing country context.</p> <p>Proven track record in managing distributed teams and leading on organizational change processes</p> <p>Expertise in designing and delivering on organizational innovation strategies and capacity building</p> <p>Expertise in developing organizational learning and collective intelligence programs</p>
Language Requirements:	Proficiency in English. Working knowledge of other UN language desirable
Other:	

2. Learning Experience Designer

I. Position Information	
Job Title: Learning Experience Designer	Grade Level: P4
Department: UNDP	Duty Station: Istanbul, Turkey
Reports to: Accelerator Lab Network Team Leader	Family Duty Station as of Date of Issuance: Istanbul, Turkey
Direct Reports: n/a	Date of Issuance: Nov.10 th 2018
Position Status: Non-Rotational	Closing Date: Nov.20 th 2018
Job Family: Yes	Duration and Type of Assignment: More than a year; Fixed Term Appointment

XIV. II. JOB PURPOSE AND ORGANIZATIONAL CONTEXT

The UNDP Strategic Plan 2018-2021 embraces the complexity of development and commits the organization to helping countries find faster, more durable solutions to achieve Agenda 2030. In line with this, the organization has begun incubating a number of strategic initiatives aimed at ensuring UNDP is 'fit for purpose' to deliver a new generation of solutions in line with the challenges the world faces.

One such key strategic initiatives is the Country Accelerator Lab Network. The initiative is run out of the UNDP's Executive Office of the Administrator in very close collaboration with the Bureau for Policy and Program Support, Regional Bureaus and Country Offices. The intention is to build the largest and fastest learning global network of Accelerator Labs (initially setting up 60 labs in 60 countries) to apply emerging approaches to development challenges and accelerate progress toward the Agenda 2030. The Labs, embedded within UNDP's global architecture and country platforms, embody the new organizational offering to transform the collective approach to development. The new offering is premised on leveraging the latest thinking from the fields of **complexity science**, **lead user innovation** and **collective intelligence** toward new development approaches and accelerated learning on most effective and locally appropriate ways of achieving SDGs.

The network will surface and reinforce locally sourced solutions at scale while mobilizing a wide and dynamic partnership of actors contributing knowledge, resources and experience. The initiative is meant to transform our collective approach by introducing new protocols, backed by evidence and practice, which accelerate the testing and dissemination of solutions within and across countries. This will enable the global community to collectively learn from local knowledge and ingenuity at a speed and at a scale that our societies and planet require. This will be achieved by:

- Building on locally-sourced solutions, finding things that work and expanding on them;
- Rapid testing and iteration to implement what works and go beyond the obvious solutions;
- Combining the best understanding, ideas and expertise to generate collective knowledge;
- Accelerating progress by bringing expertise, creativity and collective intelligence to bear.

The position is intended to design the learning experience for the 60 Lab teams that will translate the emerging thinking across a range of fields into a dynamic, cutting edge learning strategy as one of the core vehicles to unearth non obvious solutions and accelerated pathways to achieve SDGs.

XV. III. DUTIES AND RESPONSIBILITIES

In this section list the primary responsibilities of the position (Typically five). As needed add additional context below the responsibilities. Tip: Focus on what the job entails not how to do the job.

1) Codifying emerging innovation practice

The incumbent will be responsible for codifying the innovation practices/protocols that will be the building blocks of each Accelerator Lab. In order to accomplish this, the incumbent needs to:

- **Liaise with key knowledge institutions and experts** to identify key principles, processes, methods and tools of these protocols. This is an input to turning the protocols into practical tools and learning experiences.
- **Set up a structure and processes to rapidly develop, test, evaluate: methodology and learning content and experiences around these practices** in order to learn what works, and what doesn't. This is an input for setting up (small) experiments to see how the tools, methods, processes and learning experiences play out in practice.
- **Capture the insights and share them with the wider network of Accelerator labs** that enables them to accelerate our learning around these methods. This is also UNDP's contribution to the broader development community.

2) Developing a portfolio of learning assets, experiences and journeys

The incumbent is expected to build not only single learning program but a repository of learning offers that includes various levels of depth and modalities of learning. In order to accomplish this, the incumbent will:

- **Identify learning needs to develop profiles of learners** to get a sense of their expertise levels, learning preferences, aspirations, motivations and understand their cultural and professional background and the context they operate in to map out barriers and opportunities.
- **Define learning objectives and outcomes** that help the teams to achieve their goals, solve their challenges, while also being aligned with the wider strategy of the SDG labs.
- **Develop learning experiences and journeys** that equip the teams with the knowledge, skills, tools, but also the confidence and support networks to strengthen their innovation capacity. This may include training sessions, learning content (guides, navigation tools, thought pieces), tools (reflection, innovation tools), mentoring (to support in practice learning) as part of an accelerator programme.
- **Explore and identify 'leverage mechanisms' that help develop and deliver learning at scale and speed.** Help set up a distributed development and delivery model – or a learning network.

<ul style="list-style-type: none"> • Setting up instruments for evaluation, monitoring for quality control and impact assessment. How do measure impact? How do monitor our progress and achievements? How do we ensure quality? • Setting up mechanisms for recruiting, selecting and training of faculty for this network. • Setting up learning systems/platforms to enable spreading and sharing of learning content and assets: what (simple) systems, mechanisms or platforms can we put in place that make our content and learning assets easily accessible and usable.
<p>3. Building the conditions for and leading on delivery of the learning strategy</p> <p>The incumbent is expected to design and deliver a roll out plan for the learning strategy for the Accelerator Lab Network Initiative. In order to accomplish this, the incumbent will:</p> <ul style="list-style-type: none"> • Identify and onboard a cohort of internal staff who will form a distributed network of hands on support and niche knowledge on regional context, specific protocols and fundamentals from the learning strategy • Identify and onboard the cohort of external resources who will provide surge capabilities to the UNDP's team in terms of delivery and support of the Accelerator Lab Network Initiative • Develop a feedback mechanism to ensure the quality and continued adaptation of the delivery mechanism for the learning strategy

XVI. IV. COMPETENCIES AND SELECTION CRITERIA	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
In this section list all core competencies as well as the most relevant technical/functional competencies the role will require along with the appropriate level. A Detailed list of competencies can be accessed through the following link: https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx	
Core	
Innovation <i>Ability to make new and useful ideas work</i>	Level 6: Exercises stakeholder-centered design approaches for office / programme / division
Leadership <i>Ability to persuade others to follow</i>	Level 6: Ensures teams are resourced for success and empowered to deliver
People Management <i>Ability to improve performance and satisfaction</i>	Level 6: Guides substantive specialists / teams and expands credibility and innovation capacity
Communication <i>Ability to listen, adapt, persuade and transform</i>	Level 6: Creates confidence among stakeholders by delivering authoritative positions, compelling analysis, and contextual acumen
Delivery <i>Ability to get things done while exercising good judgement</i>	Level 6: Accepts accountability for the outcomes of programme delivery and facilitates improvement and innovation in the delivery of products and services
Technical/Functional	Detailed list of competencies can be accessed through https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx and hiring managers are encouraged to familiarize themselves for more information

Innovation <i>Ability to manage organizational resources and deployment in pursuit of innovation approaches and initiatives</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
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V. Recruitment Qualifications	
Education:	Master's degree in design, social policy, public policy, politics, economics, development studies or a related area.
Experience:	<p>At least 7 years of experience in strategic design of learning, communication, and interaction systems and processes</p> <p>Experience in applying strategic learning design in public sector and international development, preferably with a portion of time spent in developing country contexts, with the public and/or international development sectors.</p> <p>Proven experience in designing and delivering learning programs for the public and international development sector, with the specific focus on social innovation and new practices</p>
Language Requirements:	Proficiency in English. Working knowledge of other UN language desirable
Other:	<p>Proven track record in leading the curriculum development for a network of innovation labs.</p> <p>Proven experience in designing a learning strategy that serves the wider strategic goals and ambitions of a team or an organization</p> <p>Proven expertise in translating learning strategy into content, assets, experiences and journeys.</p> <p>Hands on expertise and deep understanding of at least one innovation methods (eg. Futures and Foresight, Systems Thinking, Human Centered Design)</p> <p>Proven ability to understand how the public and international development sector work, understand the barriers and opportunities for innovation and learning to happen in complex contexts</p>

3. Strategic Communications and Partnerships Specialist

I. Position Information	
Job Title: Strategic Communications and Partnerships Specialist	Grade Level: P4 Duty Station: New York, USA

Department: UNDP	Family Duty Station as of Date of Issuance: New York, USA
Reports to: Accelerator Lab Network Team Leader	Date of Issuance: Nov.10 th 2018
Direct Reports: n/a	Closing Date: Nov.20 th 2018
Position Status: Non-Rotational	Duration and Type of Assignment: More than a year; Fixed Term Appointment
Job Family: Yes	

XVII. II. JOB PURPOSE AND ORGANIZATIONAL CONTEXT

The UNDP Strategic Plan 2018-2021 embraces the complexity of development and commits the organization to helping countries find faster, more durable solutions to achieve Agenda 2030. In line with this, the organization has begun incubating a number of strategic initiatives aimed at ensuring UNDP is 'fit for purpose' to deliver a new generation of solutions in line with the challenges the world faces.

One such key strategic initiatives is the Country Accelerator Lab Network. The initiative is run out of the UNDP's Executive Office of the Administrator in very close collaboration with the Bureau for Policy and Program Support, Regional Bureaus and Country Offices. The intention is to build the largest and fastest learning global network of Accelerator Labs (initially setting up 60 labs in 60 countries) to apply emerging approaches to development challenges and accelerate progress toward the Agenda 2030. The Labs, embedded within UNDP's global architecture and country platforms, embody the new organizational offering to transform the collective approach to development. The new offering is premised on leveraging the latest thinking from the fields of **complexity science**, **lead user innovation** and **collective intelligence** toward new development approaches and accelerated learning on most effective and locally appropriate ways of achieving SDGs.

The network will surface and reinforce locally sourced solutions at scale while mobilizing a wide and dynamic partnership of actors contributing knowledge, resources and experience. The initiative is meant to transform our collective approach by introducing new protocols, backed by evidence and practice, which accelerate the testing and dissemination of solutions within and across countries. This will enable the global community to collectively learn from local knowledge and ingenuity at a speed and at a scale that our societies and planet require. This will be achieved by:

- Building on locally-sourced solutions, finding things that work and expanding on them;
- Rapid testing and iteration to implement what works and go beyond the obvious solutions;
- Combining the best understanding, ideas and expertise to generate collective knowledge;
- Accelerating progress by bringing expertise, creativity and collective intelligence to bear.

The Strategic Communications and Partnerships Specialist will design and deliver a corporate communication strategy for the Accelerator Lab Initiative. S/he will work under the supervision of the initiative Team Leader and in close collaboration with staff of the Accelerator Lab Network, communications focal points in country offices, Bureaus and Units, and the Communications Unit.

XVIII. III. DUTIES AND RESPONSIBILITIES

• Design and deliver partnership and communication strategy

Build a corporate narrative of the role of the initiative within the broader context of the current Strategic Plan, focusing specifically on how it leverages new approaches and methods and

support acceleration of progress toward SDGs. The strategy will include, among others, a mission, vision, unique selling proposition of this initiative relative to many others seeking to design structural fixes (e.g. labs) to accelerate progress toward development and policy objectives, relationship with various partners both internally (other UN agencies, development sector) and externally (think tanks, private sector, foundations, etc.), and regionally specific messaging and framing of the initiative in order to respond to very unique needs.

- **Corporate branding and outreach**

Advise on and build the branding content (graphics, logo), design distinct look and profile of the initiative, craft messaging for different channels (social media, video interviews, web material, presentation materials, reports), manage outreach and engagement around external and internal requests. Support country Labs in tailoring the messaging to local and regional contexts,

- **Partnership development and engagement**

Design and continually update brief on emerging partners, their relevance and value for the initiatives, a call to action for collaboration (tailored to specific background of partners) and leveraging their expertise and insights to support the work of the Labs.

XIX. IV. COMPETENCIES AND SELECTION CRITERIA	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
In this section list all core competencies as well as the most relevant technical/functional competencies the role will require along with the appropriate level. A Detailed list of competencies can be accessed through the following link: https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx	
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Innovation <i>Ability to make new and useful ideas work</i>	Level 6: Exercises stakeholder-centered design approaches for office / programme / division
Leadership <i>Ability to persuade others to follow</i>	Level 6: Ensures teams are resourced for success and empowered to deliver
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Delivery <i>Ability to get things done while exercising good judgement</i>	Level 6: Accepts accountability for the outcomes of programme delivery and facilitates improvement and innovation in the delivery of products and services
Technical/Functional	Detailed list of competencies can be accessed through https://intranet.undp.org/unit/ohr/competency-framework/SitePages/Home.aspx

	and hiring managers are encouraged to familiarize themselves for more information
Innovation <i>Ability to manage organizational resources and deployment in pursuit of innovation approaches and initiatives</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise

V. Recruitment Qualifications	
Education:	Bachelor's degree in communications, social policy, public policy, politics, economics, development studies or a related area.
Experience:	At least 7 years of experience in strategic communication, partnerships and advocacy. Experience in designing and running strategic communications for the international development sector, preferably with field expertise in developing country contexts and within the development sector Proven track record in effective communication strategy design and delivery.
Language Requirements:	Proficiency in English. Working knowledge of other UN language highly desirable
Other:	

Annex 5: Terms of Reference for the Project Board

The Project Board: The Project Board provides overall policy and strategic guidance to facilitate the effective and efficient implementation of the project. The Project Board is responsible for making management decisions when guidance is required by the Project Manager, including recommendations for approval of project plans and revisions, and addressing any project level grievances. Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. The Project Board will meet quarterly.

The Project Board include will meet at least once a year to:

- Review lessons from Accelerator Labs to determine modalities for wider UNDP scaling
- Review and act upon the advice of the Strategic Advisory Group (See TORs for more detail.)
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- Agree on project manager's tolerances as required;
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the annual reports, make recommendations for the workplan;

- Provide ad hoc direction and advice for exceptional situations when/if the Project Manager's tolerances are exceeded

Accelerator Lab Network Strategic Advisory Group: Terms of Reference

Purpose

The Strategic Advisory Group for UNDP's Accelerator Lab Network will serve as a flexible high-level body to advise the UNDP Administrator on the evolution of the world's largest network for rapid learning about development challenges. The Group will be invited to reflect on advances and lessons emanating from the Accelerator Lab network as well as to share their own emerging business models, partnership opportunities and governance implications for emergent technologies and trends in order to feed into the work of the Accelerator Lab Network.

Membership

Core investors of the Accelerator Lab Network will be invited to nominate representatives to the Strategic Advisory Group. In addition, upon invitation of the Administrator, the work of the Strategic Advisory Group shall include input and representation at senior level of UN Member States where Accelerator Labs are operational. The Group will also include high impact members who have a depth of experience in the field of designing, researching and advancing social innovation. Members will be encouraged to share their valuable and varied perspectives and expertise. Members are expected to conduct their duties on behalf of the wider development community and the people affected by development challenges across the globe.

Institutional Arrangements

- Membership of the Advisory Board is voluntarily and on an invitation-only basis.
- Core investors are welcome to host meetings of the Strategic Advisory Board in conjunction with the Accelerator Lab Spin off Assemblies.
- Meetings may also be conducted virtually where appropriate.

MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the labs in achieving the agreed outputs.	Data collected biannually	Slower than expected progress will be addressed by Global Network support team.	Global Pulse	
Monitor and Manage Risk	Scaling, resistance, availability of local partners and delays are the key risks identified thus far. These will be tracked in a risk log. Measures and plans that are required as per UNDP's Social and Environmental Standards will be undertaken. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Monthly	Risks will be identified by Global network support team and actions are taken to manage risk. The risk log will be actively maintained to keep track of identified risks and actions taken.		N/A
Learn	Learning will be a core results and activity of the Accelerator Labs. Monthly drop in calls among the labs will be organized in 2019 to ensure rapid exchange of knowledge and tools among the labs. Given the newness of the protocols, proof of concept will be the first stage, followed by articulation of next generation methods, and finally a clear storyline of the successes and limitations of using these new protocols.	Monthly	Action based on learning will be taken on at least a monthly basis. Higher level learning may impact UNDP CO operations cases where protocols are yielding new results and partnerships.	Nesta	
Annual Lab Quality Assurance	The quality of the project will be assessed against, and feed into, UNDP's quality standards to identify project strengths and weaknesses and to inform decision making to improve the labs and to impact UNDP's regular programming based on the learning	Annually	Areas of strength and weakness will be reviewed by Global Network support team and used to inform decisions to improve project performance.		

	emerging from the labs.					
Review and Make Course Corrections	The labs will need to iterate and course correct on a regular (weekly/monthly) basis. Course Corrections will be a core part of learning to develop the Lab protocols.	Quarterly	Performance data, risks, lessons and quality will be discussed by the Project board and used to make course corrections.			
Solutions Mapping Learning Report	A solutions mapping and learning report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	The Project board will review Accelerator Lab experiments and solutions with a view to scaling methods and lessons into UNDP core business. This may include recommending adaptations to programme procedures where warranted based on the use of new methods and partners.			300,000
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress will be discussed by the project board and management actions agreed to address the issues identified.			N/A

Evaluation Plan¹⁵

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	Planned Completion Date	Cost and Source of Funding
Midterm evaluation	Internal review	Cross-cutting approaches fully integrated into UNDP programmes and projects	Q2 2020	50,000
Final Evaluation	TBD	Cross-cutting approaches fully integrated into UNDP programmes and projects	Q1 2022	\$ 500,000 (from

¹⁵ Optional, if needed

				Project funds)
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XX. MULTI-YEAR WORK PLAN BY PARTNER COUNTRY¹⁶¹⁷

A separate, subsidiary multi-year work plan must be prepared for each partner country with an Implementing Partner. Only the contribution by one country/IP should be present in any one subsidiary work plan. Joint results are included in the joint Results Framework. All workplans together will yield the joint results framework. The respective work plans may be annexed to the project document. All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s).

Overall activities – Global, Regional, Country levels

¹⁶ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

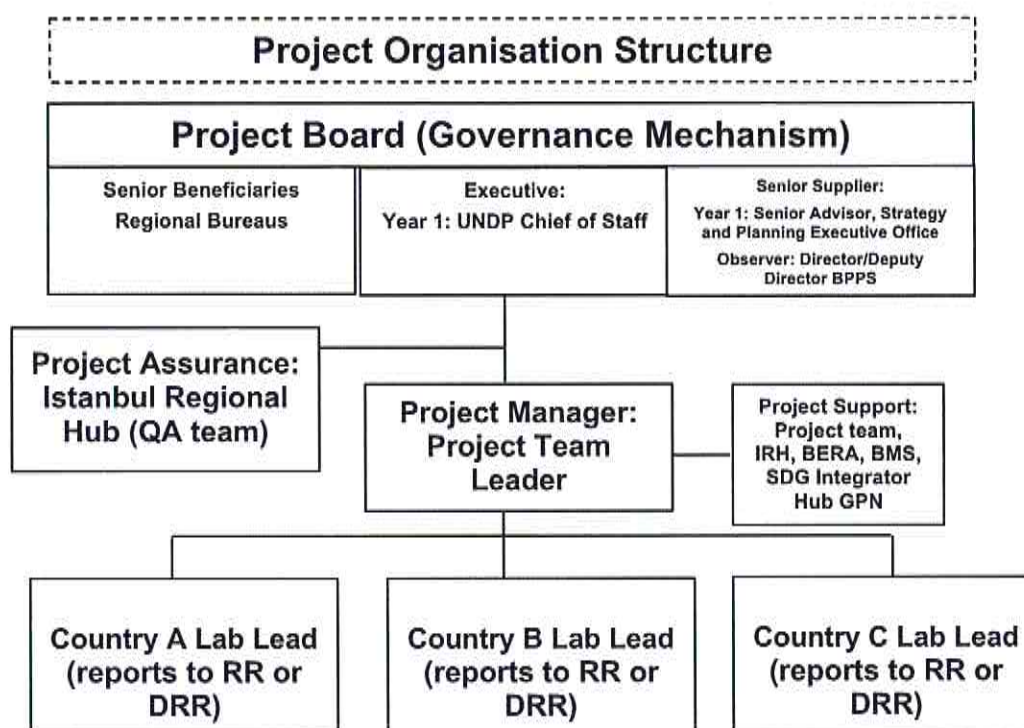
¹⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Extract: Country level activities for each of the Accelerator Labs

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 2: Identify and Elevate New Solutions <i>Gender marker: GEN1</i>	2.5 Activity [Country] Communications and Local Engagement	12,000,000 (200k * 60)	12,000,000 (200k * 60)	12,000,000 (200k * 60)	---	UNDP		Institutional and Individual Contracts	36,000,000
	2.6 Activity [Country] Experiments and solutions mapping	21,000,000 (350k * 60)	21,000,000 (350k * 60)	21,000,000 (350k * 60)	---	UNDP	Donor	Institutional and Individual Contracts	33,500,000
	2.7 Activity [Country] Country Accelerator Lab teams and Lab Management	14,900,000	14,900,000	14,900,000	---	UNDP	Donor	Human Resources	44,700,000
	Sub-Total for Country level activities to be managed by UNDP Country Offices								114,200,000

XXI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This is a global multi-country project to be implemented by the Executive Office with expertise from BPPS and Regional Bureaus, through the UNDP Country Offices using the Direct Implementation Modality (DIM). To ensure that the Accelerator Labs are a core part of UNDP's positioning under the development system reforms and to facilitate the scaling of lessons from the Accelerator Labs into UNDP's business processes, the project will be led out of the Executive Office for year 1, with plans for handover to the SDG Integrator Hub as part of the Global Programme Network in 2020.



The composition of the Project Board will include the following roles: Executive, Senior Supplier, and Senior Beneficiary.

Executive: The executive is an individual who represents ownership of the project and chairs the Project Board. The Executive is ultimately accountable for the results of the project. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and supplier. Specific Responsibilities (as part of the above responsibilities for the Project Board) includes:

- Ensure that there is a coherent project organization structure and logical set of plans;
- Set tolerances in the annual work plan and other plans as required for the Project Manager;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief relevant stakeholders about project progress;
- Organize and chair Project Board meetings.

For this project during the incubation phase of the first year, the UNDP Director of the Executive Office will serve as the Executive.

Senior Supplier: The senior supplier is an individual or group representing the interests of the parties concerned which provide technical expertise and/or funding to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project. Specific Responsibilities (as part of the above responsibilities for the Project Board) include:

- Make sure that progress towards the outputs remains consistent from the supplier perspective;
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management;
- Ensure that the supplier resources required for the project are made available;
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.
- Promote coordination among the present and related project endeavors of UNDP

For this project, during the incubation phase of the first year, the Senior Advisor: Strategy and Planning of the Executive Office will serve as the Senior Supplier.

Senior Beneficiary: The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Project Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. Specific Responsibilities (as part of the above responsibilities for the Project Board) include:

- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Ensure that the specification of the Beneficiary's needs is accurate, complete and unambiguous;
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target;

- Impact of potential changes is evaluated from the beneficiary point of view;
- Risks to the beneficiaries are frequently monitored.

For this project, the role of Senior Beneficiaries will be the Directors of the five Regional Bureaus, representing the participating Accelerator Lab Country Offices.

Project Assurance: The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. The Project Assurance function will rest with Global Programme Management team in BPPS/HQs on a cost recovery basis.

A **Strategic Advisory Group** will also be established, including key project Donors and globally distinguished experts in development innovation and SDG acceleration, as well as representatives from strategic investors and funding partners to this project. This Strategic Advisory Group will advise the Project Board.

Project Manager (Implementing Partner): The Team Leader: Country Accelerator Labs will serve as the Project Team Leader and has the authority to run the project on a day-to-day basis within the constraints laid down by the Board. The Project Team Leader plays a key role in coordinating and incorporating the programmatic contributions of all partner countries and is responsible for day-to-day management and decision-making for the project. The Project Team Leader's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. Different knowledge and engagement partners will be invited to support the implementation of outputs. The Project Team Leader will be supported by a small team that may be identified during the formulation of the multi-country project, taking into account its comparative advantage [See Annex for TORs.]. Such an office is called a coordinating office of the project.

Project Support: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

The **Accelerator Labs** in the 60 target countries will be under the supervision of the UNDP Country Office, reporting to either the Resident Representative or the Deputy Representative. The labs will be supported by both UNDP's existing global policy network in the region and globally, as well as external knowledge and engagement partners. As a multi-country programme, each UNDP Country Office will be responsible for the outputs within their workplans, with Resident Representatives accountable for results of the lab, financial supervision and programme execution. It is expected that the Labs will also recruit small teams of experts in relevant fields depending on the local context, including for example in collective intelligence, lead user methods, social entrepreneurship, data analytics and behavioural insight, to conduct the experimentation and work of the Labs.

Responsible Parties

Responsible parties are outlined in the multi-year workplan per activity. These are state-of-industry institutions who will have global level agreements to provide expert support as per the activities outlined there. UNDP Country Offices will be able to tap into global level agreements where needed to provide targeted support.

Annex 6: RISK LOG



Project Title: Accelerator Lab Network					Award ID:		Date:		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Scaling	22 Jan 2019	Strategic	Ability to roll out at aggressive timetable P = 4 I = 4	Focus on clear protocols and good external support	Project Team Leader			
2	Resistance (internal)	22 Jan 2019	Organisational	Resistance from UNDP staff: very different way of working P = 4 I = 5	Strong support/direct link with RR/CD	Project Team Leader			
3	Capacity	22 Jan 2019	Organizational	Availability of faculty/support (i.e. are there enough practitioners) P = 3 I = 4	The project team knows the world's leading practitioners and will explore alternate modes of delivery	Project Team Leader			
4	Resistance (external)	22 Jan 2019	Political	Resistance from local Social Innovation community P = 2 I = 4	Building bridges and honest local governance and accountability; hiring right staff in each context	Project Team Leader			
5	Funding	22 Jan 2019	Financial	Failure to raise full funding portfolio P = 2 I = 5	The Administrator is taking a direct role in fund raising. Available funding will be released	Project Team Leader			

