United Nations Development Programme Project Document

Project Title: UNDP Innovation Facility

UNDP Strategic Plan Outcome(s): Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles

Global Programme Outcome(s): same as SP Outcome 7

Expected Output(s):

> **Output 1:** Product and service offerings developed reflecting **Leading Edge Thinking on Innovation for Development**
>
> **Output 2:** Country, regional and global initiatives initiatives/projects incorporate innovative approaches for **Co-Design of Development Problems and Solutions**
>
> **Output 3:** Increased visibility, familiarity and understanding of UNDP's approach to innovation for development (through **Advocacy, Outreach and Communication**)
>
> **Output 4:** Increased availability of qualified **Social Innovators** to support UNDP innovation for development work
>
> **Output 5:** Improved organizational process (for **Performance Efficiency**)

Contributing to Expected SP Output(s):

> **Output 7.6.** Innovations enabled for development solutions, partnerships and other collaborative arrangements
>
> **Output 7.7** Mechanisms in place to generate and share knowledge about development solutions

Executing Entity: UNDP

Implementing Agencies: UNDP
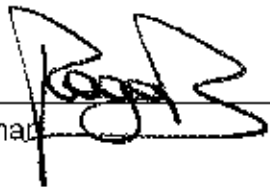

Brief Description

UNDP's Strategic Plan 2014-2017 (SP) emphasizes the need to identify, explore, test, evaluate and scale up innovative approaches across priority subject areas, in programme development, management and review, through established and new knowledge and collaboration partnerships, and as a key part of our own institutional innovation. The SP identifies a specific result in the Integrated Results and Resources Framework related to innovation: "innovations enabled for development solutions, partnerships and other collaborative arrangement"). To achieve these results, UNDP will focus on the following two areas: (1) Innovative methodologies and tools for scanning the horizon, collecting and analysing data, ideation and reflection, and prototyping and testing development solutions; and (2) Innovative methodologies and tools for co-designing and scaling up demonstration projects identified/developed and ready for application. Collaboration across sectors (public, private, civil) with traditional partners and as well as those actors less historically engaged is a key element in this strategy.

The UNDP Innovation Facility will support initiatives that a) strengthen UNDP's position as a leading advisor on innovation for development; b) enable national development actors to co-create value; c) increase understanding of the role and value of innovation for development; d) support social innovators both within the organization and from the broader development community; and finally, e) enhance UNDP's own performance efficiency through innovative practices.

Programme Period:	Jan 2014 – Dec 2017
Key Result Area (Strategic Plan)	Outcome 7
Atlas Project Award ID:	00081451
Start date:	1 June 2014
End Date	31 December 2017
Virtual PAC Date	12-16 May 2014
Management Arrangements	DIM/DEX

Total resources required		$9,600,000
Total allocated resources:		
• Regular	(GP V)	$500,000
• Other:		
○	Denmark	$2,700,000
○	Donor	_____
○	Donor	_____
○	Government	_____
Unfunded budget:		$6,400,000
In-kind Contributions		_____

Agreed by (UNDP):

_____

Magdy Martinez-Soliman
Director a.i.
Bureau for Policy and Programme Support

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I.   SITUATION ANALYSIS

As the world is changing with increasing pace, it becomes ever more important for UNDP to be able to respond to different types of development challenges with agile and flexible solutions, representing a shift away from a "business as usual" approach.

What is unique about development challenges today is not so much their nature but their complexity and interconnectedness which may accelerate the speed and unpredictability of events as well as generate negative feedback loops (e.g., climate change and its linkages with poverty, use of renewable energy, migration, conflicts, etc.). These complex issues are not easily addressed, and definitely not by traditional sector approaches. Innovative approaches and solutions are thus clearly called for.

UNDP's Strategic Plan 2014-2017 (SP) emphasizes the need to identify, explore, test, evaluate and scale up innovative approaches across priority subject areas, in programme development, management and review, through established and new knowledge and collaboration partnerships, and as a key part of our own institutional innovation. The SP identifies a specific result in the Integrated Results and Resources Framework related to innovation: "innovations enabled for development solutions, partnerships and other collaborative arrangements"). To achieve this and related results, UNDP will focus on the following two areas: (1) Innovative methodologies and tools for scanning the horizon, collecting and analysing data, ideation and reflection, and prototyping and testing development solutions; and (2) Innovative methodologies and tools for co-designing and scaling up demonstration projects identified/developed and ready for application. Collaboration across sectors (public, private, civil) with traditional partners and as well as those actors less historically engaged is a key element in this strategy.

In this context, UNDP's fifth Global Programme (GPV) discusses UNDP's innovation work along the following four lines:
*   Identifying and applying innovative methodologies and tools for scanning & ideation to enable UNDP and its national partners to stay ahead of the curve in development priorities
*   Prototyping innovative development solutions which emphasize the principles of co-defining problems, co-determining priorities, co-designing priorities and, where necessary and feasible, collaboration in implementation
*   Scaling up strategies of successful demonstration projects to ensure better coverage and impact of innovations
*   Locking in innovative methodologies and tools in UNDP's policy advisory services, programming approaches and, in collaboration with the Bureau of Management, organisational mechanisms

In a gradual process of change, UNDP has begun working differently. It is taking steps to create space and encouragement for individuals to collaborate creatively, adopt an outside-in perspective that is driven by the clients' perspective and needs, and take measured risks. It is engaging with different and sometimes unexpected development actors, for example tapping directly into the experience and expertise of young people, local communities or entrepreneurs, to help refine the problem statement and importantly define and implement solutions. It is using different modalities of problem-solving, for example, hosting social innovation camps and issuing social challenges to crowdsource development solutions. It is adopting agile and flexible management approaches, such as rapid feedback loops to avoid waiting for annual reviews to make course corrections. It is supporting cohorts of innovators in countries, using our Country Offices, regional hubs and headquarters as platforms for support.

II.   STRATEGY

Through a process of learning by doing, and consultations with some of the world's finest innovation startups like <u>Mindlab</u> (Denmark), Nesta[1] (UK), <u>Edgeryders</u>, <u>FutureGov (UK)</u>, UNDP has developed a framework for innovation support consisting of scanning and finding where innovation is happening around the world, finding and providing support to innovators, rapidly prototyping, and finding the ones that are viable to go to scale. The accent is on working with resource persons/agencies that are not our usual stakeholders, co-designing solutions, and working through challenges and crowdsourcing. Success depends on the ability to rapid-test and measure ideas and approaches before moving to large-scale execution, and to "pivot" or "exit" as evidence is gathered and analysed.
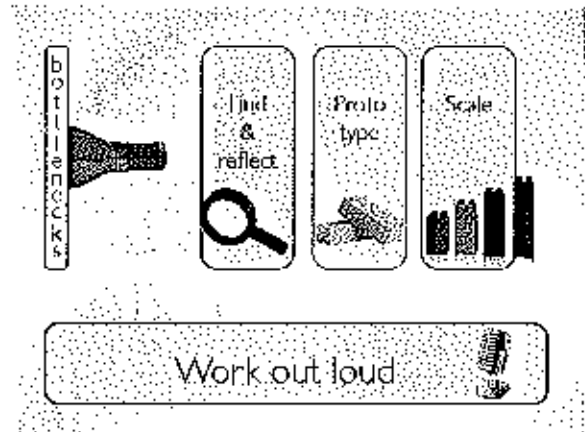
The UNDP Innovation Facility will support initiatives that a) strengthen UNDP's position as a leading advisor on innovation for development; b) enable national development actors to co-create value; c) increase understanding of the role and value of innovation for development; d) support social innovators both within the organization and from the broader development community; and finally, e) enhance UNDP's own performance efficiency through innovative practices. These areas of support are detailed below. Across each of these areas of support, UNDP will reserve Innovation Facility funds for opportunistic support to high-impact, high-visibility ideas ("Innovation Alpha") and in scaling a small number of highly successful prototypes ("Innovation Grand Slam.").

Activities will be undertaken at the country, regional and global levels;[2] and where possible as joined up efforts with other UN entities and international development actors.

   a. **Leading Edge Thinking on Innovation for Development**
       UNDP aims to remain a leading thinker, advisor and practitioner in innovation for development. To do so, the Innovation Facility will support initiatives that strengthen UNDP's ability to identify and define emerging trends, understand their applicability in national contexts, and develop and support innovative responses to them. This includes such initiatives as hosting investigations and dialogues at global, regional and national levels, bringing together a variety of experts and voices as well as developing product and service offerings for UNDP partners to apply in their national contexts.

   b. **Country Support for Co-Design of Development Problems and Solutions**
       UNDP recognizes that the spark of innovation can come from anywhere (think tanks, labs, citizens) and that the organization's role is to seek it out throughout the process of designing, implementing and monitoring projects that tackle development challenges.[3] The Innovation Facility will support innovative approaches to articulating problems, building common understanding of issues, and finding solutions. It will use design thinking to reach out to those who have not traditionally been involved in the development process. This approach can help transform complex development

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[1] Nesta is a UK-based innovation agency.

[2] Activities will be determined based on criteria detailed below.

[3] From UNDP's Budva Declaration #6 (Montenegro, November 2013).

challenges into solutions in a number of ways: i) by generating a greater diversity of ideas and potential solutions; ii) by engendering higher levels of buy-in and ownership of solutions; and iii) by channeling expectations of stakeholders into dynamic and constructive pathways (and possible partnerships).

c. **Advocacy, Outreach and Communication**
The Innovation Facility will support activities to raise awareness of the role and value of innovation. These initiatives will take place at all levels and capture and demonstrate the value of innovation, provide hands-on experience using innovative methodologies, techniques and tools, and enable UNDP staff and partners to become effective advocates for innovation and practitioners of innovative methodologies, techniques and tools.

d. **Support to Social Innovators**
In supporting projects throughout the innovation process, the Innovation Facility will provide client-oriented support in a variety of areas, including but not limited to portfolio review to identify opportunities for innovation; advisory support on customization and delivery of social innovation tools and techniques; and deployment of social innovation experts. The Innovation Facility will launch and maintain a roster of vetted social innovation experts to provide such support. The Facility will also strengthen and augment skills and competencies of UNDP policy, programme and operations staff to become more innovation-minded and more capable of applying innovative approaches to project design, implementation, monitoring and evaluation.

e. **UNDP's Performance Efficiency**
UNDP understands that its own policies and procedures need to support "doing business in a different way."[4] The Innovation Facility will support initiatives that strengthen UNDP's internal capacities, revisiting policies and procedures to become more innovation-friendly.

Initiatives in each of these five areas are inter-dependent and will support and reinforce achievement of results in the others, with for example, innovative ideas for monitoring and evaluation or procurement generated at the global or country level will feed back into UNDP performance efficiency efforts.

Innovation Proposal Generation and Selection Process
UNDP's Administrator has constituted a UNDP Innovation Board to provide strategic direction, oversee a pipeline of initiatives, and hold accountability for the agenda in the organization. The Board consists of the Director, Bureau of Management (Jens Wandel); Director a.i., Bureau for Policy and Programme Support (Magdy Martinez-Soliman); Director, Regional Bureau for Asia Pacific (Haoliang Xu); and Deputy Director, Bureau of Management (Dafina Gercheva). The Board may be further expanded in due course with participation from Resident Coordinators and senior colleagues in the field.

The Innovation Board is managed by a secretariat in the Development Impact Group, whose Innovation Advisors, distributed among New York and the Regional Centers, link regularly to advisors in other teams and bureaus and promote innovation activities at the global, regional and national levels. It is expected that this infrastructure will be further strengthened as UNDP undertakes its Structural Review.

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[4] From UNDP's Budva Declaration #11 (Montenegro, November 2013).

Under the Innovation Facility, innovation shall constitute an idea or an approach which aims to satisfy a specific need or address a concrete challenge, and involve deliberate application of information, imagination and initiative to derive great or different values from available and new resources. In the development context, innovation helps create new theories of change whereby non-linear, non-traditional combinations of products, services, methods, approaches, processes, etc. can translate into a more significant positive change in a development situation or trend.

The UNDP Innovation Facility Project Team[5] will manage the pipeline of innovation activities to be considered for funding by the Innovation Facility. Specifically, the Project Team will manage the process of generating potential initiatives, screening proposals, allocating funds, and monitoring progress. These funds are intended to be catalytic in nature (as "seed funding"); and it is expected that initiatives/projects may have other sources of innovation funding as well, e.g., a UNDP regional innovation funds.

Generating Potential Initiatives
Potential initiatives and projects will be raised systematically. The Project Team will populate the pipeline by i) issuing a call for proposals for the Innovation Facility approximately every six months; ii) commissioning strategic initiatives/projects; and iii) scanning for emerging opportunities. Commissioning of initiatives will occur in a dynamic fashion based on opportunities that emerge between formal calls for proposals. These approaches for populating the pipeline will reflect the areas of support referenced above and the criteria detailed below. Proposals may be either a continuation/scaling-up of existing initiatives or projects or new initiatives or projects. Proposals $100,000 and above will be managed through UNDP's Pipeline Module.

Screening Proposals
The Project Team will use the criteria below to screen initiatives, or bundles of initiatives, that will be funded by the Innovation Facility.[6] Screening of initiatives generated by the call for proposals will occur every six months, after each formal call for proposals. Screening of initiatives generated by other means will be reviewed on an as-needed basis. After each screening, the Project Team will present its recommendations to the Innovation Board, who will make the final decision as to which initiatives, or bundles of initiatives, are approved and at what funding level. The Project Team will provide technical support to select proposals not recommended in order to improve them for potential resubmission and reconsideration.

Initiatives should:
1. have a clear problem statement that has been informed by evidence generated from a wide (and possibly "unusual") variety of sources using inclusive and participatory mechanisms to reach under-represented and/or marginalized groups
2. directly involve end-users in design, prototyping, monitoring and/or evaluating
3. target those hardest to reach and open up the possibility to reach "the last mile" in development
4. be able to be put into action quickly, with partners already in place and with sufficient capacity to move forward
5. include a path to scalability and sustainability (both operational and financial sustainability)
6. have potential for multi-country scaling, promoting south-south and triangular modalities

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[5] See "Management Arrangements" section for further detail on roles and responsibilities.

[6] Submissions to the Innovation Facility should reflect the quality standards detailed in UNDP's Project Quality Assurance System (criteria are: i) strategic; ii) relevant; iii) management and monitoring; iv) efficient; v) effective; vi) social and environmental standards; and vii) sustainability and national ownership).

7. catch interest (or the "x factor")
8. be aligned with strategic priorities as articulated by contributors to the Innovation Facility

In the first year, UNDP will test the criteria as much as the innovation process. The criteria may need to be iteratively adjusted during the first year of operations.

Innovation is synonymous with risk-taking. Not all initiatives will succeed, not all prototypes will reach maturity or lead to sustained, scalable solutions and systemic change. Therefore, the Facility must provide a safe space for failure.

Allocating Funds
Following approval by the Innovation Board, proposals will be given funds via a Chart of Accounts from this Project.

For country-level initiatives, it is the responsibility of the UNDP Country Office to secure written endorsement of government counterparts for these initiatives.

There will be no extensions (including no-cost extensions) of initiatives or projects beyond each calendar year. Inactivity of more than three months, as determined by the Project Team, will trigger a return of funds back to the Innovation Facility.

Monitoring Progress
Recipients of Innovation Facility funds must "work out loud"[7] in reporting on progress. They may consider using Akvo's Real Time Reporting platform or other similar for such purposes. They are expected to share lessons, both positive and negative, about the process of innovating with the goal of continuous improvement and building upon shared experiences.

At the end of each calendar year, recipients of Innovation Facility funds will be required to report on results of initiatives funded in that year.

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[7] See "Innovation for Development: UNDP's Dossier of Work" for a more detailed discussion of "working out loud."

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in UNDP's Global Programme V/ Strategic Plan:

Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles

Outcome indicators as stated in UNDP's Global Programme V / Strategic Plan:

1. Extent to which the agreed post 2015 agenda and sustainable development goals reflect sustainable human development concepts and ideas
2. Existence of an initial global agreement on financing mechanisms for the post 2015 agenda and sustainable development goals
3. Number of countries integrating and adapting the post 2015 agenda and sustainable development goals into national development plans and budgets
4. Existence of a global succession plan to ensure unfinished MDGs are taken up post 2015
5. Number of countries with post-2015 poverty eradication commitments and targets 7.6.2: Number of pilot and demonstration projects initiated or scaled up by national partners (e.g. expanded, replicated, adapted or sustained)

Applicable Key Result Area (from 2014-2017 Strategic Plan):

Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles

Intended Outputs as stated in UNDP's Global Programme V/ Strategic Plan:

Output 7.6. Innovations enabled for development solutions, partnerships and other collaborative arrangements

Partnership Strategy: Dialogue with interested social innovation actors, joint activities among UN entities, advocacy of specific products and results for donor(s). Outreach to other development partners to mobilize resources to support UNDP's social innovation agenda

Project title and ID (ATLAS Project ID): Innovation Facility 00081451

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2014-2016)[8]	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES[9]	INPUTS
Output 1 (90713): Product and service offerings developed reflecting **Leading Edge Thinking on Innovation for Development** Indicators 1.1 Number of new product	Targets (2014) 1.1 One new product offering 1.2 One new service offering 1.3 n/a for year 1 Targets (2015) – to be	• Scan innovation landscape for innovation trends and leading-edge thinkers, doers and disrupters • Scope areas of investigation on innovation for development • Forge relationships (and partnerships as appropriate) with social innovation	KICG /BDP /BoM / UNDP's larger pool of innovation practitioners	$1,440,000 • UNDP Staff time • Consultants to scan / scope • Policy investigation events (venue, travel) • Social innovation

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[8] Targets for years 2 and 3 will be informed by amount of resources mobilized, achievements and lessons learned during year 1.

[9] The responsible parties are named according to the current organizational set-up in UNDP. Once the structural review has been implemented these changes will be reflected accordingly, such as BDP will change to BPPS and KICG will change to Development Impact Group.

Indicators / Baseline / Targets	Activities	Resources	Partners
offerings that reflect leading-edge innovation for development thinking 1.2 Number of new innovative service offerings that reflect leading-edge innovation for development thinking 1.3.UNDP Products and Services Survey satisfaction rating with innovation products and services Baseline 1.1 Zero 1.2 Zero 1.3 New component of PSS in 2015 reviewed after year 1 1.1 Two new product offerings 1.2 Two new service offerings 1.3 PSS rating of 75% satisfied	thinkers, doers and disrupters • Host investigations into leading-edge thinking on innovation for development, engaging "unusual suspects" • Codify results of investigations, making useful for various audiences (e.g., policy-makers, programme officers) • Develop offerings (e.g., collaborative engagement game, foresighting) • Incorporate "Innovation for Development" into UNDP's Products and Services Survey		partners (consultants or companies) for development of offerings (e.g., game, foresighting) • Allocation to global-level initiatives
Output 2 (90714): Country, regional and global initiatives/projects incorporate innovative approaches for **Co-Design of Development Problems and Solutions** Indicators 2.1 Number of new initiatives/projects using innovative approaches to design activities, projects and programmes 2.2 Number of new initiatives/projects applying innovative methodologies for implementation (e.g., prototyping, new technologies) 2.3 Number of new initiatives/projects using innovative approaches to M&E Targets (2014) 2.1 5 new initiatives/projects using innovative approaches to design activities, projects and programmes 2.2 5 new initiatives/projects applying innovative methodologies for implementation 2.3 5 new initiatives/projects using innovative approaches to M&E 2.4 One "Innovation Alpha" initiative, one "Innovation Grand Slam" initiative Targets (2015) – to be reviewed after year 1 2.1 15 new initiatives/projects using innovative	• Take stock of UNDP innovation projects and activities • Conduct analysis of innovation projects (e.g., at what stage, in what sector, in what region, etc.) • Identify activities in each region, in cooperation with Regional Bureaus and Regional Centres to be funded/supported by the Innovation Facility • Provide advisory services to programme/project managers in designing innovation projects (e.g., design thinking, foresighting, gaming, camps, labs, challenges) • Manage the Innovation Help Desk • Document emerging good practices and share real-time updates • Document processes, bottlenecks and recommended organizational changes results from initial Innovation Facility	$3,840,000 • UNDP Staff time • Consultant(s) to conduct stocktaking and analysis • Allocation to country-level initiatives • Consultant(s) for documentation of progress and sharing of lessons learned • Travel for in-person consultations • "Innovation Alpha:" $300,000 ($100,000 per annum) • "Innovation Grand Slam:" $600,000 ($200,000 per annum)	Development Impact Group /BDP /RBx / COs /HQ Bureaux

Indicators / Baseline / Targets	Activities	Responsible party	Budget
2.4 Number of "Innovation Alpha" and "Innovation Grand Slam" initiatives Baseline 2.1 Zero 2.2 Zero 2.3 Zero 2.4 Zero approaches to design activities, projects and programmes 2.2 15 new initiatives/projects applying innovative methodologies for implementation 2.3 15 new initiatives/projects using innovative approaches to M&E 2.4 One "Innovation Alpha" initiative, one "Innovation Grand Slam" initiative	activities • Scale up innovation models across regions, organize webinars, in-person consultations "Innovation Alpha" • Scan for high-impact, high-visibility ideas to which to provide opportunistic support • Identify initiative and manage screening/approval/fund allocation process through the UNDP Innovation Board "Innovation Grand Slam" • Scan for small number of highly successful prototypes in which to invest in scaling • Identify initiative and manage screening/approval/fund allocation process through the UNDP Innovation Board		
Output 3 (90715): Increased visibility, familiarity and understanding of UNDP's approach to innovation for development (through **Advocacy, Outreach and Communication**) Indicators 3.1 Number of external references to UNDP on various social media (twitter, instagram, facebook) 3.2 Number of unique users signed in to UNDP's Innovation for Development Teamworks space annually 3.3. Number of regional and global Targets (2014) 3.1 20 external references to UNDP on various social media 3.2 1,500 unique views 3.3 5 events Targets (2015) – to be reviewed after year 1 3.1 50 external references to UNDP on various social media 3.2 2,000 unique views 3.3 10 events	• Produce knowledge products (e.g., "Innovation in action" case studies and think pieces) • Produce communications pieces (e.g., Inno-SENSE newsletters, blogs) • Produce advocacy pieces (e.g., short films, videos, vlogs) • Design and host "Innovation Conversations" (e.g., HQ events, global webinars) • Manage vibrant community of social innovation experts • Participate in global and regional innovation for development events (including Innovation Week associated with General Assembly) • Design and host regional innovation	KICG / RBx / COs /HQ Bureaux	$1,440,000 • UNDP Staff time • Consultants to produce advocacy, outreach and communications materials • Consultant(s) to design and manage global "Innovation Week" • Consultants to prepare midterm review and evaluation

events in which UNDP social innovators participate

Baseline
3.1 n/a
3.2 1,188 (Feb-Dec 2013)
3.3 n/a

- meetings/workshops for UNDP staff, national partners and other development actors on applying innovation (on innovation generally and/or on specific tools and techniques)
- Design and host annual global innovation event (timed in line with the General Assembly, Sep 2014)
- Manage communication/awareness-raising activities in conjunction "Innovation Alpha" and "Innovation Grand Slam" initiatives
- Conduct Midterm review and final evaluation

Output 4 (90716): Increased availability of qualified **Social Innovators** to support UNDP innovation for development work

Indicators
4.1 Number of vetted experts on UNDP's social innovation roster (disaggregated by sex)
4.2 Number of roster deployments (disaggregated by sex)

Baseline
No roster of social innovation experts

Targets (2014)
4.1 10 vetted experts on UNDP's social innovation roster, at least **4 female**
4.2 Three deployments

Targets (2015)
4.1 20 vetted experts on UNDP's social innovation roster, at least **8 female**
4.2 Six deployments

- Establish roster of social innovation experts, consisting of both external experts and internal staff
- Manage/maintain vetted roster of social innovation experts
- Deploy (and fund) social innovation experts from the roster (matching UNDP needs with expertise) (e.g., providing mentoring/coaching)
- Rollout innovation professional development programme to COs (e.g., UNDP's learning package, Nesta's Development Impact and You (DIY))
- Design UNDP Innovation Fellows programme; launch UNDP Innovation Fellows programme

KICG

$960,000
- UNDP Staff time
- Consultants to launch and maintain vetted roster scan / scope
- Consultant(s) to design UNDP Innovation Fellows programme

Output 5 (90717): Improved organizational process (for **Performance Efficiency**) Indicators 5.1: Number of processes that have been revised to incorporate innovative approaches Baseline 5.1: 1	Targets (2014) 5.1 One additional process has been revised to incorporate innovative approaches Targets (2015) – to be reviewed after year 1 5.1 Three processes have been revised to incorporate innovative approaches	• Analyse UNDP operational process and identify bottlenecks (e.g., resource mobilization (crowdfunding, social impact funds), procurement) • Design innovative approach for (element of) UNDP operational processes • Reengineer selected process • Rollout to Country Offices	Development Impact Group/BOM	$1,920,000 • UNDP Staff time • Consultants to analyse business process

IV. ANNUAL WORK PLAN

Year: June 2014 – December 2014

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
And baseline, indicators including annual targets	List activity results and associated actions	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 (90713): Product and service offerings developed reflecting Leading Edge Thinking on Innovation for Development									
Indicators	• Scan innovation landscape for innovation trends and leading-edge thinkers, doers and disrupters		X	X	X	KICG	Total	Consultants	
1.1 Number of new product offerings that reflect leading-edge innovation for development thinking	• Scope areas of investigation on innovation for development		X	X	X		GPV	Travel Venue Costs	$175,000
1.2 Number of new innovative service offerings that reflect leading-edge innovation for development thinking	• Forge relationships (and partnerships as appropriate) with social innovation thinkers, doers and disrupters			X	X		Donor Resources	Media Production Costs	$282,000
1.3. UNDP Products and Services Survey satisfaction rating with innovation products and services	• Host investigations into leading-edge thinking on innovation for development, engaging "unusual suspects"			X	X				
Baseline	• Codify results of investigations, making useful for various audiences (e.g., policy-makers, programme offices)			X					
1.1. Zero	• Develop offerings (e.g., collaborative engagement game, foresighting)			X	X				
1.2. Zero	• Incorporate "Innovation for Development" into UNDP's Products and Services Survey				X				
1.3. New component of PSS									
Targets (2014)									
1.1 One new product offering									
1.2 One new service offering									
1.3 n/a for year 1									
							GMS 8% on non-core resources		$23,000
								Total output 1	**$480,000**

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Output 2 (90714): Country, regional and global initiatives/projects incorporate innovative approaches for Co-Design of Development Problems and Solutions

Indicators					KICG	Total	Consultants
							Travel
							Venue Costs
						GPV	$40,000
						Donor Resources	(primarily allocation of funds to country-level initiatives)
							$1,100,000

Indicators	Activities				KICG	Total	Consultants
2.1 Number of new initiatives/projects using innovative approaches to design activities, projects and programmes	• Take stock of UNDP innovation projects and activities	X	X	X			
	• Conduct analysis of innovation projects (e.g., at what stage, in what sector, in what region, etc.)	X	X				
2.2 Number of new initiatives/projects applying innovative methodologies for implementation (e.g., prototyping, new technologies)	• Identify activities in each region, in cooperation with (RBx and RSC) to be funded/supported by the Innovation Facility	X					
	• Provide advisory services to programme/project managers in designing innovation projects (e.g., design thinking, foresighting, gaming, camps, labs, challenges)	X	X	X			
2.3 Number of new initiatives/projects using innovative approaches to M&E	• Manage the Innovation Help Desk	X	X	X			
	• Document emerging good practices and share real-time updates		X	X			
2.4 Number of "Innovation Alpha" and "Innovation Grand Slam" initiatives	• Document processes, bottlenecks and recommended organizational changes results from initial Innovation Facility activities						
	• Scale up innovation models across regions, organize webinars, in-person consultations "Innovation Alpha"		X	X			
Baseline	• Scan for high-impact, high-visibility ideas to which to provide opportunistic support		X	X			
2.1 Zero	• Identify initiative and manage screening/approval/fund allocation process through the UNDP Innovation Board "Innovation Grand Slam"	X	X	X			
2.2 Zero							
2.3 Zero	• Scan for small number of highly successful prototypes to which to provide support in scaling		X	X			
2.4 Zero	• Identify initiative and manage screening/approval/fund allocation process through the UNDP Innovation Board	X	X	X			

Targets (2014)

2.1 5 new initiatives/projects using innovative approaches to design activities, projects and programmes

2.2 5 new initiatives/projects applying innovative methodologies for implementation

2.3 5 new initiatives/projects using innovative approaches to M&E

2.4 1 "Innovation Alpha" initiative, 1 "Innovation Grand Slam" initiative

|	GMS 8% on non-core resources	$140,000
	Total output 2	**$1,280,000**

Output 3 (90715): Increased visibility, familiarity and understanding of UNDP's approach to innovation for development (through **Advocacy, Outreach and Communication**)

Indicators / Activities				Development Impact Group	Total	
Indicators					GPV	Consultants
3.1 Number of external references to UNDP on various social media (twitter, instagram, facebook)						Travel
3.2 Number of unique users signed in to UNDP's Innovation for Development Teamworks space annually					Donor Resources	Media production — $135,000
3.3 Number of regional and global events in which UNDP social innovators participate						Data repository — $319,000
Baseline						
3.1 TBD						
3.2 1,188 (Feb-Dec 2013)						
3.3 TBD						
Targets (2014)						
3.1 20 external references to UNDP on various social media						
3.2 1,500 unique views						
3.3 5 events						
• Produce knowledge products (e.g., "Innovation in action" case studies and think pieces)	X	X				
• Produce communications pieces (e.g., Inno-SENSE newsletters, blogs)	X	X	X			
• Produce advocacy pieces (e.g., short films, videos, vlogs)		X	X			
• Design and host "Innovation Conversations" (e.g., HQ events, global webinars)	X	X	X			
• Manage vibrant community of social innovation experts	X	X	X			
• Participate in global and regional innovation for development events	X	X	X			
• Design and host regional innovation meetings/workshops for UNDP staff, national partners and other development actors on applying innovation (on innovation generally and/or on specific tools and techniques)		X	X			
• Design and host annual global innovation event (timed in line with the General Assembly, Sep 2014)		X				

GMS 8% on non-core resources	$26,000
Total output 3	**$480,000**

Output 4 (90716): Increased availability of qualified **Social Innovators** to support UNDP innovation for development work

Indicators		KICG	Total	
Indicators	• Establish roster of social innovation experts, consisting of both external experts and internal staff	X	Consultants	
4.1 Number of vetted experts on UNDP's social innovation roster (disaggregated by sex)	• Manage/maintain vetted roster of social innovation experts	X	Travel — GPV	$150,000
4.2 Number of roster deployments (disaggregated by sex)	• Deploy (and fund) social innovation experts from the roster (matching UNDP needs with expertise) (e.g., providing mentoring/coaching)	X	Donor Resources	$157,000
Baseline				
No roster of social innovation experts	• Rollout innovation professional development programme to COs (e.g., UNDP's learning package, Nesta's Development Impact and You (DIY))	X		
Targets (2014)				
4.1 10 vetted experts on UNDP's social innovation roster, at least 4 female				
4.2 Three deployments	• Design UNDP Innovation Fellows programme; launch UNDP Innovation Fellows programme	X		
			GMS 8% on non-core resources	$13,000
			Total output 4	**$320,000**

Output 5 (90717): Improved organizational process (for **Performance Efficiency**)

Indicators		KICG	Development Impact Group	Total	
Indicators	• Analyse UNDP operational process and identify bottlenecks (e.g., resource mobilization (crowdfunding, social impact funds), procurement)	X	X	Consultants	
5.1 Number of processes that have been revised to incorporate innovative approaches	• Design innovative approach for (element of) UNDP operational processes	X	X	Travel — GPV	$0
Baseline	• Reengineer selected process		X	Donor Resources	$593,000
5.1: 1					
Targets (2014)					
5.1: 1 additional process has been revised				GMS 8% on non-core resources	47,000
				Total output 5	**$640,000**

Total programmatic activities	2,851,000
Total GMS 8% on non-core resources	249,000
Total budget	$3,200,000

V. MANAGEMENT ARRANGEMENTS

The project work will be carried out by the Product Team in close partnership and collaboration with regional bureaux/regional centres, selected country offices and central bureaux.
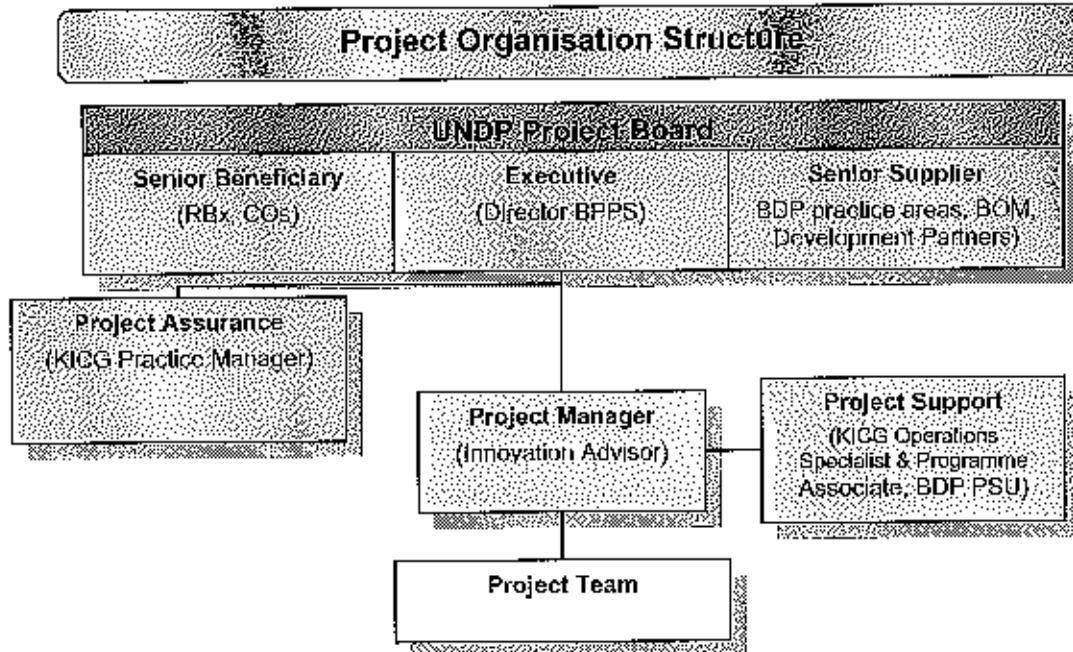
Project Manager and Project Team

The project management role, including day-to-day management of project activities and responsibility for the production of outputs as approved by the board will be carried out by the Innovation Advisor. The project team supports the project manager and is responsible for the delivery of analytics and advisory services, implementing the activities identified in the work plan.

The project team will be composed of:

1) *A Project Manager / Knowledge & Innovation Advisor* (global), responsible for general management of project implementation, partnership building with regional bureaux/regional centers, lead the Innovation Board meetings (Senior Management), support policy/guidance on selection of innovation projects, deployment of innovation advisory services, coordination with regional bureau innovation funds, represent UNDP in the UN Innovation Network and play an active role in the UNDG space, etc.

2) *Knowledge Management Specialist* (global), responsible for managing the virtual community on innovation, maintaining the virtual space for UNDP on innovation work, and managing the development and implementation of the "Innovation Conversation series" including periodic webinars with internal and external social innovation experts.

3) *Innovation Specialist* (global), responsible for supporting the coordination of the Innovation Facility fund, assisting in general project monitoring and implementation, preparing summary reports, managing client relationships, and supporting the implementation of the high profile activities to tackle innovation priorities.

4) *Innovation Advisors and Specialists* (regional) based on direction from the Innovation Project Team, manage the regional call for proposals, conduct initial screening of proposals, manage reporting on initiatives and projects being undertaken in their regions, and manage the innovation for development community of practice in their regions.

Project Support and Project Assurance

The project support function will be carried out by the project team. In the case of regional events and country-level activities Support will be sought at that level.

The project assurance role, ensuring that project operations correspond to agreed work plans, budget and UNDP procedures, will be carried out by the BDP Operations Team.

Further detail for the roles and responsibilities of the Project Board, Project Manager, Project Support and Project Assurance are provided below:

Project Board
- 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;
- Review combined delivery reports prior to certification by the implementing partner;
- Appraise the project annual review report, make recommendations for the next annual work plan, and inform the outcome group about the results of the review;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide to proceed on project changes through appropriate revisions;

Project Manager
- Plan the activities of the project and monitor progress against the approved work-plan;
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications and overseeing all contractors' work;
- Monitor events as determined in the project monitoring schedule plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learnt during project implementation – a lessons learnt log can be used in this regard (MS Word template)
- Perform regular progress reporting to the project board as agreed to with the board;

- Prepare the annual review report, and submit the report to the project board and the outcome group;
- Prepare the annual work plan for the following year, as well as quarterly plans if required;
- Update the Atlas Project Management module if external access is made available.

Project Assurance

- Ensure that funds are made available to the project
- Ensure the project is making progress towards intended outputs
- Perform regular monitoring activities, such as periodic monitoring visits and "spot checks";
- Ensure that resources entrusted to UNDP are utilized appropriately
- Ensure that critical project information is monitored and updated in Atlas
- Ensure that financial reports are submitted to UNDP on time, and that combined delivery reports are prepared and submitted to the project board
- Ensure that risks are properly managed, and that the risk log in Atlas is regularly updated

Project Support

- Set up and maintain project files;
- Collect project related information data;
- Assist the project manager in updating project plans;
- Administer project board meetings;
- Administer project revision control;
- Establish document control procedures;
- Compile, copy and distribute all project reports;
- Assist in the financial management tasks under the responsibility of the project manager;
- Provide support in the use of Atlas for monitoring and reporting;
- Review technical reports;
- Monitor technical activities carried out by responsible parties.

VI.   MONITORING FRAMEWORK AND EVALUATION

As stated in "Section II: Strategy – Monitoring Progress," all recipients of Innovation Facility funds must "work out loud" in reporting on progress. The project will apply real-time monitoring procedures, starting with real-time reporting, frequent open project updates, and other approaches designed to ensure the widest possible audience of observers.

- To accomplish **real-time monitoring**, the project will explore multiple models that can provide project beneficiaries and supplier with real-time updates through micro-blogs (stories), pictures and updates on activities.

- **Micro-narratives and progress stories** (blogs, videos, etc.) will be implemented in cooperation with Country Offices and stories will be analysed through specialized software that allows for recognition of emerging and/or anomalous patterns in the communities' perceptions, which also includes comments and instant feedback.

Reporting of lessons learned about the process of innovating, particularly failures, will be encouraged. The goal of such sharing will be continuous improvement and building upon shared experiences. These experiences may be communicated in the aggregate, rather than at the individual level, to encourage forthright sharing.

At the end of each calendar year, recipients of Innovation Facility funds will be required to report on results of initiatives funded in that year. These results will form the substance of the Annual Review Report, referenced below.

In addition, a midterm review will be conducted after year 2, and a decentralized evaluation in year 4.

Within the annual cycle

- ➢ On a quarterly basis, a quality assessment will record progress towards the completion of key results. An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

- ➢ Based on the initial risk analysis submitted (see annex 1), a risk log will be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- ➢ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) will be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

- ➢ A project Lesson-learned log shall be activated (in a public location) and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

- ➢ A Monitoring Schedule Plan will be activated in Atlas and updated to track key management actions/events

Annually

- ➢ **Annual Review Report**. An Annual Review Report will be prepared by the Project Manager and shared with the Project Board and the Innovation Board.

➢ **Annual Project Review**. Based on the above report, an annual project review will be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VII. LEGAL CONTEXT

REGIONAL AND GLOBAL PROJECTS

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 SBAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof

This project will be executed by the agency (**UNDP/BDP**) ("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.

The responsibility for the safety and security of the **Implementing partner** and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) 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; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. 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 this agreement.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Annex 1: Risk Log

#	Description	Date identified	Type	Impact & Probability (5=hi)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	There is resistance to change. There is insufficient support among senior management	2 June 2014	Organizational	Impact: 4 Probability: 2	Seek out and support innovation champions. Advertise, promote and reward innovation successes.	Project Team	Project Team		
2	There is not sufficient space for failure.	2 June 2014	Organizational	Impact:4 Probability: 3	Celebrate failures, by encouraging sharing of experiences, good and bad.	Project Team	Project Team		
3	There are sufficient qualified initiatives or projects in which to invest.	2 June 2014	Financial	Impact: 4 Probability: 1	Work with RBx, RCs and COs to become more comfortable in using innovative approaches.	Project Team	Project Team		
4	There is disagreement over which initiatives/projects to invest in.	2 June 2014	Organizational	Impact: 3 Probability: 1	Manage the pipeline in a transparent manner.	Project Team	Project Team		
	UNDP's organizational restructuring process impairs the organization's ability to deliver	2 June 2014	Organizational	Impact: 5 Probability: 4	Secure human resources (e.g.: from BES and/or consultant(s)) to support Facility and initiative management as soon as possible.	Project Team	Project Team		

Annex 2: UNDP's Innovation Dossier
<u>UNDP Innovation Dossier</u>

Annex 3: UNDP's Budva Declaration
<u>The Budva Declaration from the UNDP Global Innovation Meeting 2013</u>