**Guiding principles for innovation at UNDP**

* **No innovation in isolation**. Innovation supports the achievement of our business priorities.
* We innovate as close as possible to **the client** (and btw, our clients and partners innovate too). This makes us agile and allows for quick feedback on the business relevance of our solutions.
* **Start up approach. We start small, prove the business case and then raise further funds if value is proven**
* We move quickly from “having ideas” to testing hypotheses. **Prototyping capacity as a key differentiator for UNDP and a catalyst for funding**
* We **continuously scan** the outside environment, **adopt** ideas from others and test them in our context (this is not about inventing “new things”)
* We **partner** with others to deliver.
* **Innovation as diffused capacity**. The innovation agenda is shared among units and individuals across UNDP..

**Vision**

We strive for agility and adaptability in the face of increasingly complex challenges

**Objective for 2013**

To establish a credible innovation function (including governance structure) that proves its relevance to the business through results on the ground

1. Gain credibility in the field through targeted interventions (country pilots)
2. 1-2 high profile, high impact activities that put UNDP on the global innovation 4 dev map - address a corporate issue
3. Set the basis for partnerships, with a particular focus on the South
4. An initial cohort of staff has hands-on experience of innovation tools and methodologies through actual projects

**Action plan**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **What** | **Q1** | **Q2** | **Q3** | **Q4** | **Budget** |
| **Governance** |  |  |  |  |  |
| * **Formally set up innovation function (HQ, field)** |  |  |  |  |  |
| * **Cross-bureau innovation working group** set up and meets on a regular basis & when demand arises * **Virtual community** for staff interested in innovation |  |  |  |  |  |
| * **Innovation board** set up - meets every quarter   (Senior Management) |  |  |  |  |  |
| **Activities** |  |  |  |  |  |
| **Identify 3-4 country pilots [beyond RBEC]:** objective to work with KICG teams in RCs to set up a local innovation service line, nurture critical mass of staff with hands-on experience of innovation tools and approaches in the context of projects. **Explore linkages with other KICG service lines** in the context of actual projects  Process: project portfolio screening followed by pilot interventions supported by KICG and involving a critical mass of CO staff  Examples of country pilot interventions: social innovation camps, mobile apps development, innovative approaches to citizen engagement (e.g. post 2015), data visualization and infographics to move beyond reports, etc. |  |  |  |  | **40,000** |
| **Explore joint UNICEF/UNDP innovation lab in Armenia** (and selected other locations where there is demand, e.g. Egypt, LAC?) – focus on **youth unemployment, citizen engagement**  Proposal from Armenia developed |  |  |  |  | **30,000** |
| **Develop demonstration projects with BOM**   * Rethinking the POPPs * Real time feedback from staff on policies and procedures (under way) |  |  |  |  |  |
| **Innovative approaches to M&E**   * Pilot projects in the field in partnership with COs (few already planned in RBEC) * Seek partnerships with other interested orgs (e.g. DFID) * Explore scaling up of really simple reporting |  |  |  |  |  |
| **Run global innovation fund (seek partnership with bureaus)**  Specific focus of the fund will be determined in consultation with Bureaus to ensure it reflects a current business priority. (Examples of candidates: SE4all, community based resilience, conflict prevention.) |  |  |  |  | **50,000** |
| **2 high profile activities to tackle business priorities as agreed with practices, bureaus, profiling innovation work**  Examples   * Big data challenge with the World Bank (e.g. real time measurement of poverty) * New approaches to content management/knowledge products * User innovation project with the MIT (e.g. open government) |  |  |  |  | **30,000** |
| Develop an **ecosystem of partners in the South** that can help provide agile, innovative solutions to COs in need (e.g. new forms of citizen engagement). Partnerships to be sought in the context of actual projects |  |  |  |  |  |
| **Learning and outreach** |  |  |  |  |  |
| **Develop innovation website/minisite for UNDP** |  |  |  |  |  |
| **Innovation series -** external speakers monthly |  |  |  |  | **10,000** |
| **Innovation biweekly webinars** (ongoing from RBEC, open to anyone) |  |  |  |  |  |
| **Establish two-way UNDP Innovation Fellowship programme together with private sector partners** |  |  |  |  | **20,000** |
| **Set up innovation curriculum and deliver innovation training in 2 regions** in partnerships with bureaus, COs as a way to support implementation of CO pilots (above) |  |  |  |  | **30,000** |
| **Innovation slush fund for emerging opportunities** |  |  |  |  | **40,000** |