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YEARS

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INNOVATION FOR 2030

UNDP INNOVATION FACILITY | 2015 YEAR IN REVIEW



MINISTRY OF FOREIGN
AFFAIRS OF DENMARK



The work of the UNDP Innovation Facility is made possible with funds from the Government of Denmark, the co-founding donor of the Facility.

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in nearly 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

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UNDP Innovation Facility | 2015 Year in Review

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FOREWORD

New dynamics and networks of social innovators, entrepreneurs and civil society are emerging globally. New technologies and new finance models contribute to accelerate dramatic shifts in the development landscape and open up opportunities for greater impact. In the nearly 170 countries where UNDP works, we also see more and more people, particularly young women and men, pushing the boundaries of citizen engagement and working towards a future they want. The very way the Sustainable Development Goals were formulated, is a testament to these shifts: close to 10 million people participated in an unprecedented global conversation that helped shaped the Agenda 2030.

We believe that achieving the Sustainable Development Goals (SDGs) requires investments in testing new ways of doing business. Calculated risk-taking to identify more effective solutions that add value for the people affected by development challenges – people and their governments, our users and clients.

Innovation is not an end in itself. It is about finding better ways to create impact for people and the planet, to strengthen resilience and more inclusive societies. It is about using the most up to date and best-fit models to get the best development result possible. Accordingly, UNDP's innovation framework calls for innovative approaches to development which employ a range of new methodologies, technologies and media to support national governments tackle complex challenges, improve service delivery and engage citizens.

To this end, with the generous support of the Government of Denmark we established an Innovation Facility in 2014 to improve service delivery, support national governments tackle complex challenges, engage citizens and trigger change. From improving disaster response in Nepal to creating employment for young women and men in Rwanda; from supporting Government partners in designing new services in FYR Macedonia to creating an ecosystem for innovation in Egypt to helping young people

to launch business, the UNDP Innovation Facility supports our country offices test promising ideas, concepts, and emerging technologies and unleash the problem-solving capacities of citizens.

This report highlights examples of our work in 2015 that underline how innovation contributes to making development processes more inclusive and how it helps to de-risk investments through quicker feedback loops on what works and how our investments can have the biggest impact.

Looking back on these initiatives we see how innovation can contribute to achieving the 2030 Agenda in a number of ways. Our services, as shown in the report, offer new approaches, tools and partnerships for addressing old and new social problems. They provide stronger ways for citizens to hold their governments to account. They provide richer and faster information for governments in developing policy, and for the private and public sector when developing products and services. They are also an effective means of mobilizing new resources.

In 2016, we will continue to support our partners in leveraging the potential of new technologies and innovative processes to achieve the SDGs. At the same time, we will continue to embed innovation in our own business processes and in our organizational culture.

We invite you to partner with us to explore new ground together and scale what works.



Magdy Martínez-Solimán

Assistant Secretary General
UNDP Assistant Administrator and Director
Bureau for Policy and Programme Support
Member, Innovation Board



2015 AT A GLANCE | Innovation for Development

In 2014, UNDP established the Innovation Facility, with the generous support of the Government of Denmark. The Facility fosters the design of a new generation of development services by testing promising concepts and emerging technologies. From Innovation Labs to improve public service delivery to foresight-based techniques that enhance planning processes; from real-time information that improves decision-making to behavioural insights that facilitate evidence-based policy-making. UNDP's geographic reach, field presence and knowledge of the local contexts, allows us to experiment with different innovation methods quickly and learn from interventions that can be scaled up. The result? More impact, and de-risking investment of public funds.

This report focuses on the 62 initiatives that the Innovation Facility supported in 2015 with seed-funding and technical assistance. Through a competitive process, successful proposals demonstrated practical, iterative pathways to understand the development problem and then design a solution with partners and the people affected by the challenge. Winning submissions also developed scaling pathways: if testing the solution results in measurable impact, how can it be scaled within the country and adapted to other contexts?

UNDP's innovations span the thematic portfolio of the organization, which is firmly rooted in the SDG agenda and is cross-cutting. The

next chapters detail initiatives that tested or scaled new ways to eradicate poverty; protect our planet; prevent conflict; manage the risk of climate change and natural hazards; and advance gender equality.

To bring an innovation to scale, the uptake of the approach by partners is crucial. It is one element through which the success of the innovation can be measured. In 2015, more than 55% of the initiatives were taken-up by Government partners, the private sector or both. Page 36 describes in detail how we measure the success of innovation.

Behind the Innovation Facility is an interdisciplinary team with individuals based in Addis Ababa, Amman, Bangkok, Istanbul, New York and Panama tasked with supporting UNDP and partners in identifying, testing and scaling innovative models to help achieve the SDGs. Section 3: Creating a New Norm describes how an environment that enables UNDP to deliver innovation services to partners is being established. This investment in innovation over the past years has inspired a growing number of UNDP Country Offices to embrace new ways of working and to collaborate with innovation champions across the organization. Thus, in addition to the 62 initiatives featured in this report, UNDP worked with partners in 109 additional projects on innovative pathways to achieve the SDGs.

This report highlights how these initiatives can contribute to achieving the 2030 Agenda in a number of ways. These initiatives offer:

New approaches, tools and partnerships for addressing social problems. This report highlights examples from China, where UNDP harnessed big data and technology to address e-waste – and Bangladesh, where the technology deployed aims to ease traffic congestion and reduce pollution.

Richer information for the public and private sectors to develop policies, products and services. Examples of big data analysis and data visualization in Sudan, Cape Verde and FYR Macedonia illustrate this point.

Stronger ways for citizens to hold their governments to account. In Papua New Guinea, in partnership with Government and private sector actors UNDP worked to build a low-cost tool to address corruption.

New partners and new resources. Innovative approaches are effective in mobilizing new sources of engagement and financing. Many of the UNDP Innovation Facility's initiatives featured in this report illustrate this potential:

- ▶ In **Burkina Faso**, a solar energy initiative attracted 3.5 times the seed capital in co-financing from government and the private sector.
- ▶ In **Egypt**, the *Smarter Citizens* initiative attracted twice the UNDP funding from private sector, government and civil society and 250% from UN partners.

- ▶ **Croatia's Crowdfunding Academy** attracted almost three times the initial investment. The European Commission has invested in 'exporting' UNDP Armenia's Kolba Lab, a centre for social innovation, into the Government.
- ▶ **China's Baidu** contributed 4.5 million yuan for the testing and scaling of the initiative that targets electronic waste, benefiting both users and recyclers.
- ▶ In **the Maldives**, the *Make My Island* initiative, is a citizen crowdsourcing platform that has attracted pro-bono technical expertise from *Fix My Street*, a UK-based platform, to improve response from local councils to municipal service delivery issues.

The emerging approach to innovation has brought fresh perspectives and new expertise. UNDP's advantages- its global reach, field presence outside the capitals and strong cooperation with governments – have attracted leading organizations to this innovation agenda.

Some of our partners in the innovation journey are the MIT Poverty Action Lab and Climate CoLab, Stanford's D-School, Dal Group, UK's behavioural Insights Team, Nesta, Danish Government's MindLab, Emerson Engagement Lab as well as key private sector partners such as MobiMedia, DJI, Vodafone, Glorious Labs, Baidu, Microsoft, Unilever, Zain, and UN agencies such as UNICEF, UN Global Pulse, UN Women, UNFPA and the UN Volunteer Programme.



The private sector as well as philanthropic foundations and academia play a key role in developing and testing new models and in assessing their impact... Moving forward, we need to find areas of 'shared value' for the private sector as well as humanitarian and development organizations.



Martin Bille Hermann
State Secretary for Development Policy
Ministry of Foreign Affairs, Denmark



2015 AT A GLANCE | INNOVATION HAPPENS IN PARTNERSHIP

All initiatives supported by the Innovation Facility are implemented with partners – from government and academia to civil society organizations and the private sector.

40% of the initiatives are tripartite partnerships between the private sector, UNDP and government. Here is a sample of our incredible partners:



Partner with us, let's scale what works and explore new ground together!

WHAT IS THE UNDP INNOVATION FACILITY?

The UNDP Innovation Facility works through innovation champions. It offers technical support to the organisation and its collaborators across 170 countries and territories to explore new approaches to increasingly complex development challenges.

The Facility:

1 Scans the Horizon for new ways to address development challenges

2 Awards Seed Funding to initiatives that test or scale innovations

3 Fosters Networks of Innovation Champions for knowledge sharing

4 Creates New Norms within UNDP to shift away from business as usual

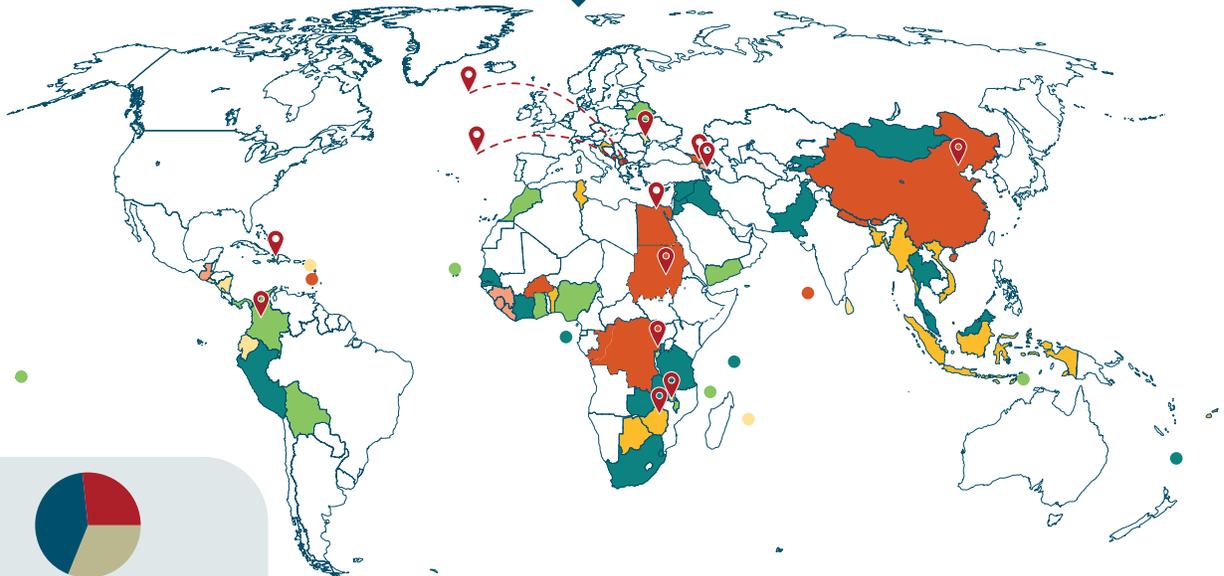


Over **1 in 2 initiatives** funded in 2014 were taken up in 2015 in partnership with the government, private sector and civil society as a first step to scale



3 in 4 countries that received funding from the Innovation Facility to date, invested in an additional **109 initiatives** that tested innovative approaches to development in 2015

WHERE HAS THE INNOVATION FACILITY INVESTED?



70% of countries are **crisis-affected**, least developed, landlocked or small island developing states



EARLY STAGE



TESTING & EVIDENCE COLLECTION



SCALING UP

2015 Innovation Facility Initiatives

2014 Innovation Facility Initiatives taken up by partners in 2015



2014 Innovation Facility Initiatives



Innovation Labs supported by the Facility in 2014 and 2015

WHAT HAS THE INNOVATION FACILITY INVESTED IN?

2014 to 2015

2014	53 initiatives	54 countries
2015	62 initiatives	45 countries



Over 50% of the Innovation Facility's portfolio is invested in Eradicating Poverty, Leaving No One Behind

testing 14 approaches | across 16 SDGs

Including New & Emerging Data | Behavioral Insights | Foresight | Innovation Labs | Games for Social Good | Micronarratives | Challenge Prizes | Real-Time Information Systems | Crowdfunding

13 INNOVATION LABS

across all 5 regions in 2014 and 2015 to shape the next generation of public services



Innovation labs bring diverse actors together to **generate ideas**, **create prototypes**, **test & scale solutions** to development issues



6 co-hosted with Governments



7 hosted by UNDP Country Offices in partnership with the private sector and academia



To better deliver and monitor the SDGs: 1 in 2 initiatives across 26 countries leverage ICT for catalytic interventions

These initiatives primarily address 6 SDGs from strengthening responsive institutions go enhancing crisis-preparedness and response:



Innovation in Data

1 in 4 initiatives

14 countries

Test news ways to tap into new and unconventional data sources to improve **decision-making**



Real-Time Monitoring

1 in 10 initiatives

9 countries

Use ICT to spot trends and monitor the SDGs



“ To contribute to sustainable and equitable development, the UN system must continue to invest in innovation in its programming and in its ways of working. New partnerships must be built. We must continually improve our processes to become more agile. We must be calculated risk-takers. We should openly share what works and what doesn't. ”

Helen Clark, UNDP Administrator



OUR WORK

Innovation for 2030

In 2015 the UNDP Innovation Facility invested in 62 initiatives in 45 countries aimed at testing, evaluating and scaling new ways to eradicate poverty, protect our planet, prevent conflict, manage the risk of climate change and natural hazards, and advance gender equality. The report presents key instances of where innovation funds were catalytic in enabling Country Offices identify key and intractable challenges – couched as questions – and explore new ways of meeting them.



Eradicating Poverty

Leaving No One Behind





SUDAN | Can changes in poverty levels be measured more frequently to improve service delivery?

Governments and development organizations need reliable data on poverty hotspots to target the delivery of services. Household surveys and censuses provide such a picture but are conducted at five and ten year intervals and require significant investment of resources.

To identify whether new data sources can serve as proxies within these intervals for measuring poverty levels in Sudan, UNDP partnered with UN Global Pulse and Government partners to explore the potential of unconventional sources, such as electricity consumption and night time lights from satellite imagery. When comparing lights at night and poverty indicators, similar to recent studies in Kenya and Rwanda by the World Bank, it was found that these data sources are not a sufficiently reliable proxy for poverty by themselves in Sudan. Since 73.8% of Sudanese households own at least one cell phone, the initiative is now in the process of analyzing mobile data sets to monitor socioeconomic behaviour, as a proxy for poverty to further improve the reliability of this measurement framework.

Big Data for Development Methodology for Sudan

BIG DATA Sources

- 

1. Electricity consumption



Source : Ministry of Water Resources and Electricity
- 

2. Night Time Lights



Source : UN Global Pulse
- 

3. Mobile Phone Use



Source : MCIT - National Telecommunications Centre

NEPAL | Can rural and remote populations overcome issues of limited connectivity, lack of opportunities, and high unemployment?

UNDP in partnership with the Microsoft Innovation Center, has developed a knowledge and innovation hub called "Idea Factory" - an online store of #MadeInNepal products and business ideas designed to facilitate local enterprise development. It effectively connects local entrepreneurs with potential buyers and investors. The launch of the online platform and application in December 2015 has already generated enough traffic for 30 entrepreneurs to sell their products so far. The platform has also acted as a catalyst for 100 innovative ideas to create new partnership and investment opportunities.

ZIMBABWE | How can young farmers living in poverty improve their livelihoods?

One of the most daunting problems of Zimbabwe is the high level of poverty and exclusion. In particular, young women and men have been heavily affected by recent declines in employment, with youth unemployment levels rising to close to 70%.

To improve the livelihoods of young farmers by providing demand-driven entrepreneur skills as well as linking the entrepreneurs to the right networks, UNDP in collaboration with national partners launched an initiative. As a first step, UNDP decided to invest in better understanding the challenges and needs experienced by young farmer. Following a series of qualitative interviews, UNDP designed four entrepreneurship accelerator programmes and rolled them out through a collaborative public-private partnership model, with the Zimbabwe Farmers Union (ZFU). The initiative initially targeted 100 young farmers in four districts and brought on board 10 young innovators from the Harare Institute of Technology. Initial results shows that the Lab has transformed and changed the way the ZFU serves the farmers. The Lab designed the marketing label "Sustainably Produced by Young Farmers in Zimbabwe" which is now being used for branding supplies to local supermarkets. Going forward, another accelerator programme, the Social Innovation Lab, developed 7 ICT-based agribusiness solutions to be tested in 2016 within the Zimbabwe Young Farmers Lab.

Within only one year, the initiative brought together more than 15 partners and strengthened the innovation ecosystem in the country. This included private sector companies like Microsoft 4Afrika, Hypercube Technology Hub, Zimpost, Barclays Bank Zimbabwe, as well as other partners such as the International Telecommunications Union and Oxfam GB.



I can't afford trips to Kathmandu and Pokhara to sell my little products, but with the help of this web application I can sell my items by sitting at my home.



Shanti Pun, Nepal,
local entrepreneur making Dhaka shawls



SCALE



RWANDA | How can young women and men improve their employability?

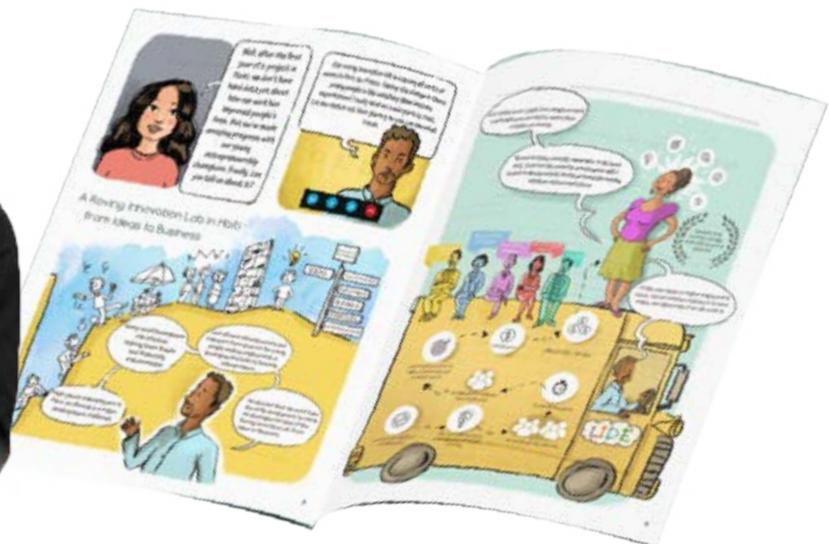
Almost 65% of Rwanda’s population is under the age of 35. The majority of young women and men in urban and rural areas lack both decent work opportunities and access to productive resources. About 70% of youth are underemployed. To address this challenge, UNDP in 2013 co-sponsored the launch of the YouthConnekt platform-- a virtual space that facilitates discussion between young Rwandans, the private sector, and Government on employment and entrepreneurship challenges faced by young men and women. In 2015, the initiative further scaled and supported a competition for women entrepreneurs, another edition of the YouthConnekt Bootcamp and an Award that was a joint effort with the Ministry of Youth and ICT, National Youth Council, University of Rwanda, College of Business and Economics, several civil and private organizations including DOT Rwanda, EDUCAT, and African Innovation Prize.

YouthConnekt to date has created about 1,000 permanent and 2,700 temporary jobs through its bootcamps; engaged more than 10,000 young women and men with skills building services; and reached another million youth via 46 TV and radio programmes on career opportunities and entrepreneurship support.

HAITI | How can Haitian youth living in remote and vulnerable neighbourhoods improve their livelihoods?

While Haiti made progress across the Millennium Development Goals, 85% of Haitians live in extreme or moderate poverty; while 57% of unemployed youth are in urban areas. This is a significant issue in Port-au-Prince, and in particular in the Fort National neighbourhood. Lack of access to traineeship and business services are a key constraint for young entrepreneurs, which is further compounded by unreliable transportation and basic infrastructures. Against this backdrop, UNDP set out to test if unemployment can be reduced among young women and men by bringing entrepreneur skills, mentoring and support directly to hard-to-reach areas. In 2014, UNDP launched the Laboratoire d’Innovation et de Développement Economique (LIDÉ) bus. The LIDÉ bus is a roving skills-building facility offering business management programmes for young women and men in particularly vulnerable neighbourhoods to enable them to launch their own start-ups.

Eighteen months after the launch of LIDÉ in Fort National, 40 start-ups have been incubated and are now generating income, a network of entrepreneurs has been established in Fort National. Overall the initiative reached 300 young entrepreneurs. The initiative has given a voice to people who normally remain unheard. This inclusivity of the process is a key value of innovation for development.





FUTURE



What we learned and next steps

- ▶ Social entrepreneurs are a powerful driver for change. **Entrepreneurs require an ecosystem** that provides funding, mentoring and scaling opportunities as well as support to make the social aspects of the business measurable and high impact. Our role in these ecosystems is to support entrepreneurs linking their business plans to sustainable development through Agenda 2030, and to act as a convener to enable access to these opportunities. Entrepreneurs need access to financing and scaling opportunities. By connecting Government partners to investment-ready enterprises, UNDP helps scale what works.
- ▶ In many cases the **transformational capacity of a social enterprise** rests on its ability to tap into two key features that: (1) influence economic actors and (2) leverage new technologies to address development problems. Most efforts have been put thus far to assist these enterprises through seed funding. For example, DFID recently joined UNDP, the Bill and Melinda Gates Foundation and other financial

and resource partners in the World Bank's Development Marketplace. Grantees of this programme are social entrepreneurs aiming to create jobs and / or deliver a range of social and public services to low income groups, mainly in East Africa, the Middle East, and South Asia.

- ▶ Greater impact may be achieved by shifting the focus from supporting individual social enterprises to impact investment with a systems-perspective. While the first generation of impact funds pursued outputs-- for example, the number of social enterprises funded; the second generation of impact funds is more oriented towards outcomes -- for example the number of previously unemployed people who have been employed for 24 consecutive months. In 2016, we will explore testing the **third generation of financial instruments** that target both social and economic returns and aim to go beyond that-- working at the system level to raise the quality of life of whole groups of people through coordinated intervention on a number of factors.





Protecting the Planet



FYR MACEDONIA | How can we provide farmers and citizens access to real-time information on agriculture to increase sustainable farming and foster prosperity?

UNDP worked with a range of partners to set up a Social Innovation Hub in FYR Macedonia, in order to ensure citizen engagement in policy making and service co-design. The Hub is hosted by the Faculty of Computer Science and Engineering of the Ss. Cyril and Methodius University in Skopje. In 2015, the Hub tested the use of Unmanned Aerial Vehicles (UAV) for rapid urban assessments and precision agriculture with the Skopje municipality and the Ministry of Information Society and Administration. Drones have a unique advantage to collect real-time data from a range of sensors for in-depth analysis of crop conditions. UAV-generated data has enabled experimenting with service development to help farmers manage crops more effectively, as well as support the City of Skopje to develop services for greater urban resilience. This includes for example, data collection to better monitor river pollution.



MOROCCO | Can citizen behaviour be changed to foster the preservation of natural resources?

Southern Morocco faces rapid environmental degradation and biodiversity loss within the Argane Biosphere Reserve. Interventions to date have mainly focused on conducting capacity development workshops and conferences or contracting communication firms to produce radio and TV spots to raise awareness. To find alternate ways to change citizens' behaviour vis-à-vis their environment, UNDP Morocco collaborated with the Natural Capital Project Team from Stanford University to introduce gaming techniques to University environmental education programmes focusing on natural capital and design thinking. Games for Social Good have the potential to serve as a powerful medium for environmental education. To design the best-fit games, 63 students participated in the gamification lab, representing 7 universities from 6 cities. As a result 8 game prototypes were developed. In the coming months, those games will be used to reach out to the wider youth community in schools and universities within the Souss Massa region and beyond.

KENYA | Can the market for renewable energy solutions in Kenya be vitalized, where more than 5 million households are off-the-grid?

National electrification remains a challenge in Kenya. Many Kenyans have to depend on unsustainable sources for light after dark, like kerosene lamps, or have to go without. Although the Kenyan solar PV market started in the mid 1980s and over 5 million households lack access to the electrical grid, only 142,000 households have a solar PV system and only 80,000 solar PV lanterns were sold in 2014. Despite demand and favourable local conditions for this market, growth has been stunted by poor product design, quality, installation, and maintenance. Most users feel that systems purchased had not met their expectations. Lighting Africa and IFC- World Bank focus groups revealed that consumer perception of solar PV was that it is expensive and doesn't work.

To improve the quality of off-grid lighting products and services to help light more homes after dark, UNDP is supporting the Kenya Renewable Energy Association (KEREAA) in implementing a voluntary accreditation framework. Accreditation of vendors and technicians is based on compliance with a minimum set of requirements to ensure delivery of good quality solar PV products and services. The intervention also works to provide customers with better and convenient product information through a mobile-based communication tool. Households can query using their phone via USSD or Quick codes and in response receive contacts of accredited solar PV vendors or technicians in the location they have selected. Customers can also provide feedback on the tool.

This programme is co-financed by the Sustainable Energy Services for Africa (SESA) and UNDP, through the DFID Funded UN Joint Project on Climate Change. An awareness campaign, targeting 800,000 households ran through January 2016 and the platform prototyped and collected feedback from vendors and users to prepare a soft-launch.



THE GREEN PROCUREMENT INDEX

The Green Procurement Index Health (GPIH) project aims to improve the transparency and accountability of procurement in the health sector with regard to its environmental impact, and encourage United Nations agencies and their suppliers and manufacturers to produce, procure and supply in a more environmentally-friendly manner.

The project is one of UNDP's contributions to the informal Interagency Task Team on Sustainable Procurement in the Health Sector (SPHS). The members of the SPHS are UNDP, UNEP, UNFPA, UNHCR, UNICEF, UNOPS, WHO, Gavi, The Global Fund and UNITAID. Their combined annual health procurement volume is approximately US\$ 5 billion. Under the umbrella of a SPHS initiative, the Green Procurement Index project has also benefited from the SPHS global network, which brings together more than 3,500 renowned institutions, global leaders, suppliers and manufacturers and technical experts.

In 2015, UNDP reached an important milestone in the GPIH initiative by developing an online engagement platform. The platform enables policy-makers, procurement officers, suppliers, manufacturers and technical experts to learn about the GPIH and provide feedback to facilitate gradual product and process adjustments. The platform also introduces new products and processes in the market, and serves as a knowledge-hub on good practice examples on introducing green procurement policies and practices in the global health aid market.

Interested in getting engaged?

Explore the platform at www.savinglivesustainably.org and act to change the global health sector with us.



ensure safe management of hazardous chemicals and promote safer alternatives



support energy efficiency, and generation of renewable and alternative energy



incorporate sustainable principles into the production/management of medical products



ensure safe and environmentally-friendly packaging and eco-innovative solutions



promote sustainable procurement practices in purchasing health products and services



foster saving and recycling habits to improve efficiency of resources



promote low-carbon transportation systems and technologies, reduce carbon emissions



enhance environmentally sound practices in the treatment of healthcare waste



minimize water consumption and support greener wastewater treatment

电子垃圾 创新回收

回收站 · Baidu Recycle



SCALE

CHINA | How can technology be harnessed to address an e-waste problem that will amount to 65 million tonnes by 2017?

In 2014, China produced 6,032 kilotonnes of e-waste, i.e. discarded electrical goods. Shrinking product lifespans and growing use of electronic goods has encouraged the rapid growth in the volume of e-waste. Due to the varied materials and hazardous chemicals involved in their construction, electronic goods are typically dispatched to landfills by consumers rather than recycled effectively. There is a grey market for e-waste disposal, carried out informally by untrained and unprotected workers. This unregulated disposal is a significant source of organic pollutants and GHG emissions, posing direct threats to human and environmental health.

In 2014, UNDP partnered with Baidu and the Ministry of Environmental Protection to establish a Big Data Laboratory and launch Baidu Recycle, a mobile app developed as a test initiative to improve China's e-waste recycling. The app was built from iterative design and rapid prototyping. Baidu Recycle employs a model similar to that of the popular Uber taxi app. Individuals wanting to dispose of old electronic goods are connected to service vendors with the specialist facilities to safely recycle these goods and the dangerous chemicals they contain. Users take a photo of their e-waste with the app, which provides them with the name, category and approximate scrap value

of the item. It then allows them to order an e-waste pickup service for safe recycling. Within a year, the app arranged for the safe recycling of over 11,429 items, including TVs, computers, and fridges.

The service has since been scaled up beyond the original pilot cities of Beijing and Tianjin to 22 cities. The app continues to gain popularity with over 250,000 user visits per month, with more than 20% using the service. Currently, the team is working on a built-in online payment system, B2B e-waste services, and other improvements. Developed through iterative design and rapid prototyping, the 2.0 version has led to the safe disposal of over 5,900 electronic items per month on average. Recently, the team also launched the Baidu Recycle Green Service Alliance comprising Intel, ROBAM Appliances, Midea, Joyoung, Changhong, Haier, Lenovo, TCL-Aobo, and the China Resource Recycling Association to build an internet-based nationwide e-waste management ecosystem. This initiative has gained global recognition, having emerged as a semi-finalist in the MIT Climate Co-Lab Contests, and won from among 800 entries at the Solutions Summit. More recently, this initiative was also selected by the UAE Government to be featured in their 4th World Future of Government Summit.

BANGLADESH | Can chronic traffic congestion in a metropolis be eased, which results in a loss of between US\$ 3 to US\$ 12 billion in GDP every year?

With 16 million daily commuters, Dhaka -- the capital of Bangladesh -- is experiencing a congested traffic environment. It is estimated that between US\$ 3 to US\$ 12 billion in GDP is lost due to traffic-related issues such as accidents, excess pollution and loss of time. This is roughly equivalent to the loss of annual incomes of over a million citizens.

Behavioural insights revealed that unreliable bus schedule information was a key deterrent to using public transport. In response, UNDP partnered with the Bangladesh Road and Transport Corporation and a local start-up Go-BD to prototype GPS-tracked buses and develop a mobile application that provides commuters with real-time traffic data. A beta version of the app launched in December 2015 for a single bus route was used more than 200,000 times and downloaded 500,000 times in under three months. Currently, the app has 6,000 active monthly users that plan their journey times along the single bus route. With the increased convenience of bus transport, it is anticipated that more commuters will opt for public transport, causing a reduction in overall vehicular traffic and leading to reduced environmental pollution and vehicular accidents. The Government is now scaling up the initiative in partnership with UNDP.



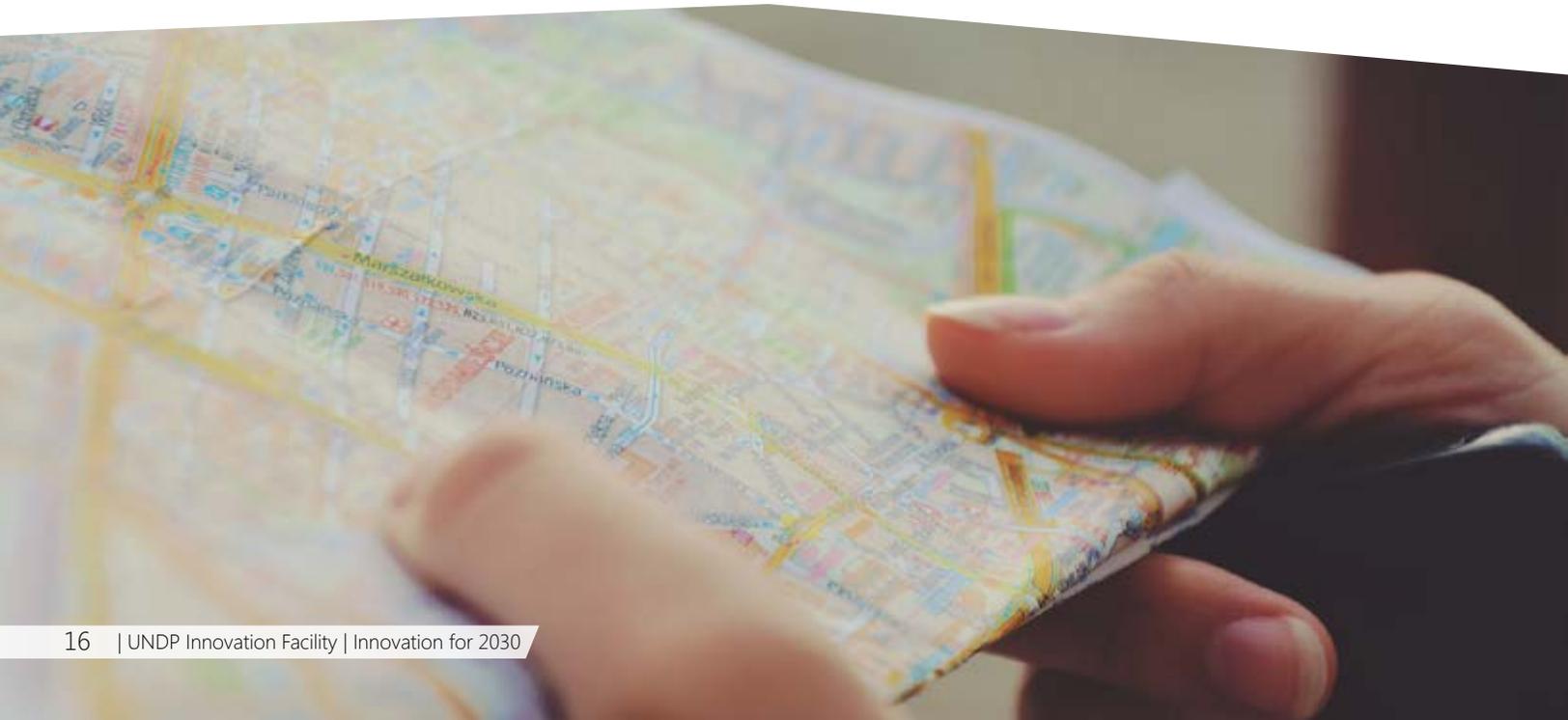


FUTURE



What we learned and next steps

- ▶ No matter how sophisticated a technological innovation for renewable energy – it does not mean it will be adopted. Innovation needs to add value for the end-user, that is, the person affected by a development challenge. Particularly in the field of green energy the focus is too often on technical requirements. The UNDP Innovation Facility seeks to leverage user-centered design and other methods to best understand user requirements, cultural specificities and focus on the **adoption of innovations in dialogue with the users.**
- ▶ There is a huge potential to **leverage behavioural insights to trigger changes** in policy and in individual behaviour. Trials in North America and Europe nudging citizens to consume less energy and switch to green energy sources show promising results. Based on these findings, the Facility is looking into applying a behavioural insights lens to ongoing renewable energy programmes and climate-change mitigation initiatives.
- ▶ **Impact investment and crowdfunding** can be part of a new set of solutions to unlock the capital necessary for climate change mitigation. Over the past years, UNDP tested the potential of crowdfunding with initiatives in 12 countries, for example the crowdfunding campaign for an energy-independent school in Croatia and the partnership with the EU-funded project for crowdfunding renewable energy investments, www.citizenenergy.eu. In 2016, we are developing business models combining crowdfunding and impact investment to enable larger-scale financial flows by tackling market barriers.





BEHAVIOURAL INSIGHTS

Behavioural insights draw on diverse disciplines such as psychology, behavioural economics, and neuroscience to explain human behaviour and decision-making. This approach is a departure from the traditional economic perspective that assumes humans are rational actors who behave so as to optimize outcomes for themselves. The World Bank's 2015 World Development Report – entitled “Mind, Society, and Behaviour” – highlighted the positive impact of behavioural interventions. The report explains that traditional models of human behaviour are incomplete and have been replaced by a compelling body of new evidence to the contrary: people do not always act rationally, but are instead myopic, loss-averse and influenced by social factors. Importantly, however, people are irrational in predictable ways, which has implications for how policymakers can design policies that take these systematic irrationalities into account in order to best serve their constituents.

The World Bank report illustrates a number of compelling examples of behavioural science at work, showing how the field can successfully address development challenges such as breaking the cycle of poverty, boosting employment, and increasing immunization rates among children.

Behavioural insights can be used to reveal why conventional programmes have not had their intended effects, and to create new policies and programs that facilitate or “nudge” people and communities to make healthy and smart decisions. Case studies include initiatives the UK Government's Behavioural Insights Team (BIT), the White House Social and Behavioural Sciences Team (SBST), and others have tested. While the integration of behavioural insights in development work is nascent, its potential contribution to sustainable human development is vast.

UNDP started exploring this field with an R&D event in Eastern Europe in 2013. Together with BIT, we ran a trial to improve the adherence of Tuberculosis patients in Moldova to their medical treatment. In 2014, we applied a behavioural insights approach in Bangladesh to identify how citizens made choice about commuting, and based our intervention on these insights.

In 2016, the Innovation Facility is collaborating with partners to expand this work and launching field trials that tackle issues from energy consumption and tax adherence to recycling patterns.



Preventing Violent Conflict, Building Peaceful Societies





TEST



ARAB STATES, CENTRAL ASIA & EASTERN EUROPE | How can local agents of change be encouraged to build best-fit tech solutions for citizen engagement?

UNDP supports the smart use of innovation and technologies to help narrow the gap between citizens and decision-makers. In the Arab States, Central Asia and Europe we saw an opportunity to challenge citizens to find the best technology-enabled solutions to help address pressing development problems in more open, transparent, and collective ways. To do so the initiative used mahallae.org, a UNDP digital platform for civic engagement.

UNDP's Social Innovation Challenge on Technology for Citizen Engagement was held in February 2015 across 38 countries and territories. UNDP received 67 ideas, which were shortlisted to 10. The four winning projects include: Ask4Data - a mobile mechanism for accessing public information in Montenegro; Musharaaknaa - a cloud-based platform for increasing citizen involvement in the decision-making process in Yemen; Raik Shino- an online gamified platform for creative public interaction in Sudan; and Talaka - a mobile app and web service that helps citizens to collaborate on identifying and solving problems in Belarus.

This challenge enabled us to explore new avenues, partners and ideas for peacebuilding support. It was designed with the perspective that technology can be an inclusive mechanism by broadening and deepening participation in peacebuilding processes. At the macro level, the Mahallae platform has been scaled up from running challenges in Cyprus to becoming the vehicle for cross-regional collaboration between the teams from Arab States, Europe and Central Asia covering over 40 countries and territories.



COLOMBIA | How can citizen engagement be increased for more inclusive peacebuilding?

To date more than 5 million Colombians have been displaced by armed conflict. UNDP set out to crowdsource ideas and prototype testable innovations in support of an inclusive peace and reconciliation process, by bringing together experts in technology, communication, entrepreneurs, as well as people who engaged or were affected by the conflict.

In 2015, UNDP Colombia started to invest in a social innovation ecosystem for peacebuilding. The initiative leverages social innovation and technology as tools to contribute to peacebuilding, conflict mitigation, and build new reconciliation narratives. The ecosystem brings together partners with expertise and links to diverse and invested end-users. For example, PeaceStartup is a partner that engages former combatants and survivors to ideate and design innovative solutions from their perspective for peace and reconciliation. Other partners include National Planning Department, Bogota's Chamber of Commerce, Telefónica-Movistar, Ventures, Reconciliación Colombia, Value4Chain, the International Organization for Migration (IOM), and the Office of the High Commissioner for Peace.

The innovation ecosystem supports novel ways to engage a cross-section of society through Innovation Camps and Challenges. Initiatives supported through the ecosystem include-- PeaceStartup Meta, aimed at generating peacebuilding solutions through digital entrepreneurship; Ventures for Reconciliation, an accelerator programme to support social entrepreneurs working on peacebuilding, reached 200 entrepreneurs, 20 are undergoing the acceleration programme; HacerLaPazEs, a partnership that analyzes peace narratives with a behavioural insight perspective, together with Cognitive Edge; supporting the Innovation for Peace Policy Platform; and the Reconciliation Fair to be held in 2016. These pilots have created valuable recommendations for a National Policy on Innovation for Peace, currently under discussion.

Some solutions from PeaceStartup events being supported include -- drones for mine clearance, reduces the time and cost of locating anti-personnel mines (APMs) and unexploded ordinances (UXOs); Peacefunding, a crowdfunding platform that promotes the financing of rapid response initiatives for peace, while fostering reconciliation through creative storytelling of these initiatives; EduPeace, a digital platform that promotes peace education in conflict-affected regions; Obras de Paz, a job matching platform for ex-combatants specialized in the construction sector; Motto Dots,- communication platform that facilitates the promotion of social investment in conflict-affected regions; RoboTeam, promotes social cohesion by building robots in the most rural zones of Meta; and Impacta, a peace education game that promotes conflict resolution skills among different communities. Winning initiatives received support with the design of business plans, access to networks and investment opportunities.



SCALE



Whistleblowers have been living in fear, but Phones against Corruption now gives us confidence to report misconduct.

Anonymous reporter, Papua New Guinea

PAPUA NEW GUINEA | Can an inexpensive tool meaningfully help the Government address corruption that costs the country US\$ 6.5 billion a year, or roughly 40% of its national budget?

PNG ranks 145 out of 175 countries in Transparency International's Corruption Perception Index, and is in the bottom 15% of the World Bank's Global Governance Corruption Index. An estimated 40% of the country's annual budget, i.e. about US\$ 6.5 billion, is lost to corruption and mismanagement. However, exposing and combatting corruption is very difficult in a society where client-patron relationships are woven into the social fabric. The participation of civil society and the general public has been undervalued as a means to identify, report, and combat corruption.

In 2014, UNDP partnered with the Government and Australian telecoms MobiMedia and Digicel to develop an SMS-based reporting system that allows civil servants to anonymously report corruption. Additional support for this Phones against Corruption initiative was provided by PNG's Department of the Prime Minister and National Executive Council (DPMNEC) and Australia's Economic and Public Sector Programme (EPSP). The initiative was tested with 1,200 staff in the Department of Finance. All reported cases are anonymous and referred to the Department of Finance's Internal Audit and Compliance Division for further investigation in collaboration with relevant state bodies responsible for criminal investigation and prosecution. It proved to be an effective and safe space for reporting corrupt practices. Almost half of the staff participated, providing information that lead to over 250 cases of alleged corruption under investigation; and the arrest of two public officials for fund mismanagement of over US\$ 2 million, while five more await court decisions.

Based on the success of the prototype, the service was rolled out to six new Departments and 25,000 government officials countrywide in 2015. By the end of December 2015, almost 22,000 SMSes were received from 6,157 different users. Independent research on user experience established that the service is working well and providing a useful service. In 2016 it will expand to a total of 83,749 public servants across government departments; as well as potentially to Fiji and Bangladesh. Interest has been expressed by a further 3 countries to replicate this SMS fraud reporting system.

ST. LUCIA | How can citizens be engaged in addressing violence and security issues in their communities?

Crime-related insecurity is a growing concern in St. Lucia for citizens, the national government and development partners. Insecurity threatens development gains. Conservative estimates put the cost of crime at US\$ 25 million. Most victims and perpetrators of crime tend to be young. Root causes can be found in socio-economic inequalities, increasing rates of unemployment particularly amongst young males, drug trafficking, and the ready access and misuse of firearms. The engagement of young Lucians as partners in development solutions is vital.

The SocialInnov4Change initiative, first piloted in St. Kitts and Nevis in 2014 and scaled-up to St. Lucia in 2015, brought young people together to co-create solutions to social problems in their communities. It provided an opportunity to engage with young men and women as agents of change in making the shift from national to citizen security, to address insecurity.

Eighty participants joined a two-day ideation workshop on International Youth Day, which also incorporated the analysis and socialization of evidence and data to support the ideation process. A 'Call for Ideas' was launched, allowing interested youth and youth-led organizations to submit their ideas for projects that encourage positive behaviours and campaign for conflict resolution among young people. Ideas that continued to a second round received further support at an Innovation Camp to harness their potential and transform them into quick-impact solutions. Participants developed capacities in design-thinking methodologies, communications and project development. Six of the best initiatives received seed funding to implement their ideas.

SocialInnov4Change in St. Lucia was a joint collaboration with the Ministry of Youth Development and Sports, the National Youth Council, and Arts-In-Action -- an NGO within the University of West Indies of St. Augustine (Trinidad) Campus that uses theatre in education methodologies to trigger conversations related to crime and violence in St. Lucia.





FUTURE



What we learned and next steps

- Mobile phones have enormous potential to facilitate greater citizen engagement and faster feedback loops for decision-makers. When designing interventions we focus on issues of access and control over ICTs, **the digital divide** and those whom it impacts the most. In most cases those excluded are likely to be women, or belong to marginalized ethnic, income or age groups. A number of the innovation initiatives have not yet managed to scale and benefit the hardest-to-reach. Factors such as literacy, content, cultural relevance and community need to be further investigated and understood when designing new interventions.
- Users need to be involved meaningfully in all stages** of product development, testing, implementation and evaluation. Engaging users in co-creation processes that seek feedback on a regular basis is particularly important when the innovation targets different demographics. Such learning and iteration processes require dedicated expertise and funding.
- An app won't save the world.** We know that. It is important to follow a system-wide approach to innovation rather than simply innovation in a product. For issues with a high level of complexity and dynamism, UNDP's value add is building and strengthening the wider ecosystem

by conducting user research, partnering with Government entities, identifying stakeholder incentives, and in-depth knowledge of the context which builds the needed social infrastructure and networks that drive innovation. The examples show the need to move beyond linear solutions. Simply developing a mobile app will not necessarily drive citizens to act and governments to be responsive. It is through **non-linearity and ecosystem creation that we approach innovation.**

- To explore new ways to approach peacebuilding, both in the private sector -- with the emergence of a peace tech industry -- as well as in the civic sector, we organized an R&D event on *Tapping into Alternative Infrastructures for Peace* in Istanbul in December 2015. The discussion focused on how traditional development organizations can work more effectively with a distributed network of citizens, and to what extent the values underpinning the collaborative economy are conducive to furthering peace, reconciliation and social cohesion. In 2016, we will explore options to establish a Peace Lab to practically test these opportunities and to push the boundaries of development programming in the era of the shared economy and how this can bridge the **humanitarian-development divide.**





Managing Risk, Building Resilience





NEPAL | How can rural economies be jumpstarted and safer homes be rebuilt, in the aftermath of a devastating earthquake?

In response to the devastating 7.8 magnitude earthquake in Nepal, UNDP partnered with Microsoft to develop a smartphone application that monitors reconstruction efforts in real time, and ensures that poor families in the cash-for-work programme are paid accurately and on time. The app facilitated consistent data collection, secure data storage, enhanced project management and planning, and aided in transparency and collaboration between agencies. This information improved efforts to demolish and remove debris from over 3,000 houses; employed over 3,500 local people; and benefited some 17,000 community members.

TUNISIA | How can more young women and men be included in building resilient development processes?

40% of Tunisians are under the age of 25, making the engagement of the youth in the development process vital. In fact, the 2014 Tunisian Constitution called on the government to “provide the necessary conditions to develop the capacities of youth... and expand their participation in social, economic, cultural and political development.” Despite this, engagement of young Tunisian women and men in the public sphere remains low. Over 25% of 18-29 year olds have never taken part in the activities of a civil society organization or political party.

In the final quarter of 2015, nine UnConferences were held across Tunisia to engage young women and men in the newly launched SDG agenda. Inclusiveness is key. Over 280 students and young civil society activists participated in the events, which were mostly held outside of the capital to draw more diverse and overlooked perspectives. Most of the events were run as Camps to facilitate action-oriented discussions using human-centered design thinking. To host these events, UNDP tag-teamed with the Social Media Club, BiL, GirlUp Tunisia, Ed Camp Tunisia and other Youth movements such as IIDebate and university clubs (ICMUN and INGENIM). The initiative also leveraged the support of UNICEF and UN Women in discussing Goals 4 and 5 respectively.

CABO VERDE | Can improved data visualization enhance decision-making on climate change?

There is a high volume of climate change and environment information being generated in Cabo Verde through a number of climate change adaptation projects. However, this information is not being systematically captured, analyzed and shared. While each initiative generates lessons and case studies, it is difficult to quickly access, digest and use this wide range of information due to issues in availability, accessibility and relevance of the information.

To address this, UNDP streamlined the way knowledge is generated, consolidated and analyzed from all programmes and projects in the area of climate change adaptation for improved decision-making. With partners, UNDP developed a beta version of the data input process for testing, and the data visualization will be finalized in 2016.

The target audience includes policy-makers, project designers, practitioners, and other government entities working to apply similar practices. The method is being implemented under the umbrella of the global Canada-UNDP Climate Change Adaptation Facility (CCAF) project, and the associated national project on “Building adaptive capacity and resilience to climate change in the water sector in Cape Verde,” both funded by the Government of Canada. The work is being done in partnership with the University of Cabo Verde’s College of Agricultural and Environmental Sciences (ECAA) and the University of Warwick’s Center for Interdisciplinary Methodologies.





SCALE



BANGLADESH | How do we co-create early warning systems with communities to save lives?

Almost 20% of the population of Bangladesh is prone to floods but the formal flood warning system does not always deliver timely and comprehensible messages. Bangladesh transformed its approach from 'reactive' humanitarian relief after a disaster to 'proactive risk management' before the disaster. In 2014, UNDP collaborated with the Bangladesh Scouts and North South University to launch a local warning system that addresses the specific needs of communities affected by flash floods. The warning system is triggered through mobile phones, when communities living upstream warn the communities living downstream of the imminent disaster. A relay of low-tech solutions-- from flags to the loudspeakers of mosques-- quickly broadcast warnings across the villages and given communities crucial lead time of 3 to 36 hours to save lives and livelihoods of vulnerable communities.

Based on successful trials in 2014, 200 additional community members have been involved in the campaigns, where the early warning system using crowd-sourcing was demonstrated by acting out the procedure. Three diverse, local committees have been formed to create a network and monitor the effectiveness of the warning system.



PACIFIC ISLANDS | How can Governments strengthen their planning to better anticipate future risks?

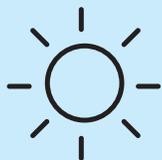
Decision-makers and planners from 10 countries in the Pacific region came together for a foresightXchange exercise to explore new ways of using strategic foresight. Participants also explored innovative ways for planning and policy design that will make communities more resilient. This is the second regional edition of the foresightXchange series, and was in collaboration with the Pacific Islands Forum Secretariat. The UNDP Global Centre for Public Service Excellence (GCPSE) worked with decision makers and policy planners from 10 Small Islands Developing States (SIDS) to identify and evaluate potential applications of strategic foresight for the localization of SDGs; plan national development visions; and establish a learning network in the region.

UNDP GCPSE tested public service applications of foresight for the identification of strategic opportunities for inclusive development, adaptive and resilient development planning, national, sectoral and organizational visioning and ideation for public innovation in SIDS-- some of which have been adopted by regional leaders





FUTURE



What we learned and next steps

- There is considerable interest from the private sector to work on disaster preparedness and response solutions. Our work in Nepal, among other countries, has led to **valuable new partnerships** and UNDP is exploring the possibility of adapting successful models with these partners to other countries. An important field of innovation work in 2016 will be in procurement: improving the speed and ease to partner with the private sector and others.
- We are **exploring the potential of emerging technologies** to strengthen disaster preparedness, response and resilience through Unmanned Aerial Vehicles (drones) as impact assessment tools; 360-degree cameras to produce augmented reality footage; and blockchain

technology. One hub of our R&D trials is in Asia-Pacific where we partnered with Glorious Labs, a private sector technology accelerator, to explore new frontiers in disaster response and preparedness.

- Successful disaster preparedness and response programmes combine **context-specific technology solutions and community engagement processes**. In all countries we put a strong emphasis on engaging community members from the get-go in the design of solutions, and we combine technology with offline response mechanisms to ensure we reach the most people in need.



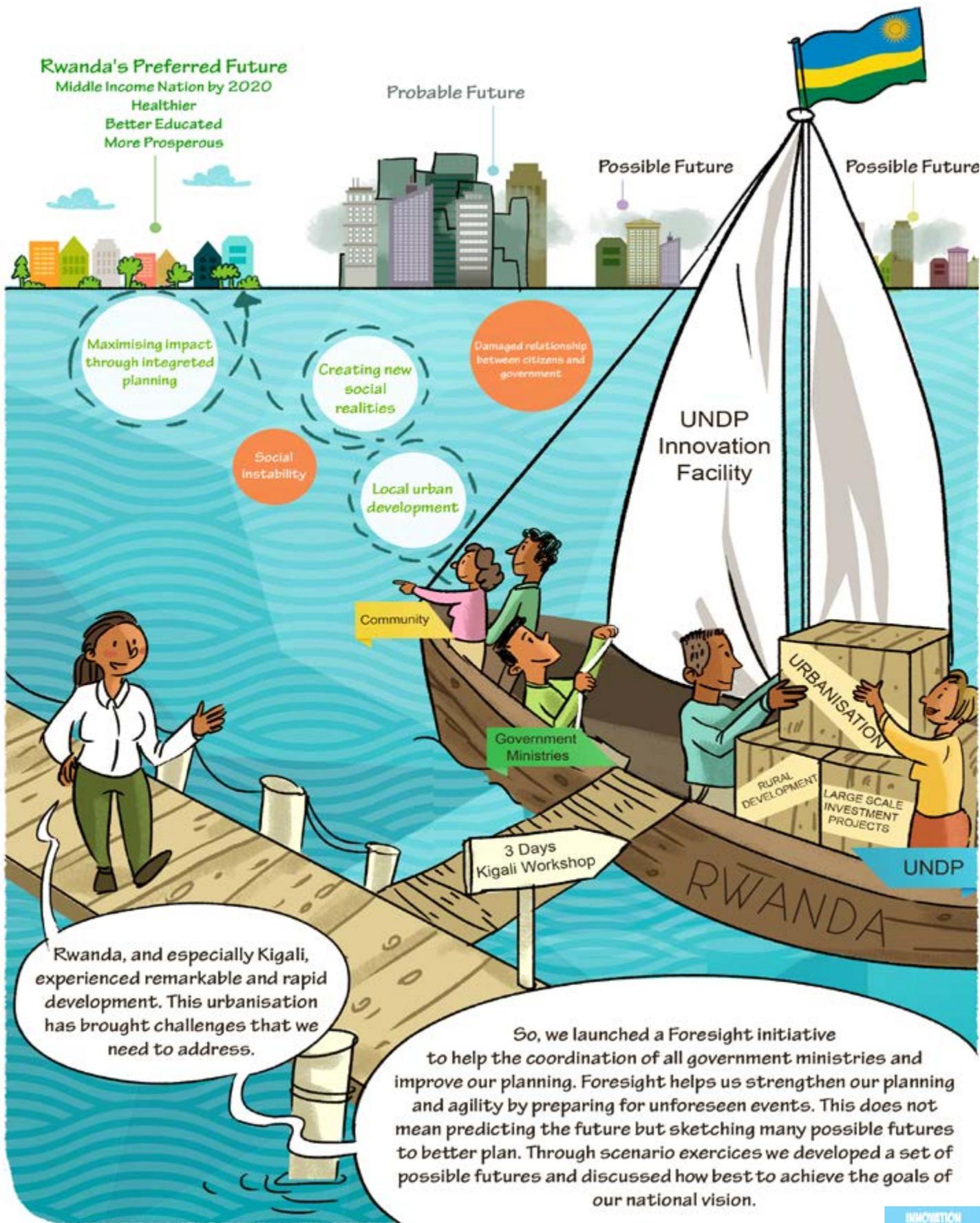
STRATEGIC FORESIGHT

Strategic Foresight enhances traditional approaches to public planning by bringing different groups across society together to explore a variety of future scenarios and to design more adaptable plans to suit likely changes.

In 2014, the UNDP Innovation Facility supported the first tentative steps by the UNDP Global Centre for Public Service Excellence (GCPSE) in the field of strategic foresight and alternative futures in Tonga and Rwanda. In 2014, the Prime Minister of Tonga convened his Cabinet and Heads of Departments to share the outcomes of the foresightXchange and asked for mainstreaming of foresight methods. In Rwanda, the President's Office used strategic foresight methods for planning purposes. Due to the success of the foresightXchange process in these countries, GCPSE was able to significantly expand its strategic foresight portfolio in 2015 and meet growing demand by national counterparts, with continued resource support by the UNDP Innovation Facility, UNDP Country Offices and Governments.

In 2015, GCPSE supported foresight activities in Fiji, Kazakhstan, Maldives, Mauritius, Namibia, South Africa and the US. Regional partners such as the Pacific Island Forum Secretariat (PIFS) in Fiji and Astana Civil Service Hub (ACSH) in Kazakhstan leveraged UNDP's expertise on foresight to position themselves as regional 'market leaders'. In the Maldives, foresight methods were used by the government for several visioning and planning ends. In Mauritius, UNDP and the Government are discussing mainstreaming foresight in development planning processes.

The diversity of foresight work in 2015 allowed UNDP to further deepen the theoretical underpinnings of the approach, to test its value to public-service organisations in developing countries. Together with government counterparts, UNDP introduced foresight methodologies in the visioning, localization and planning of National Development Strategies and the Sustainable Development Goals in the Maldives and Fiji. The Regional foresightXchange for Development in Africa created momentum and new demand, for example by the Governments of Namibia and Ghana.



Rwanda, and especially Kigali, experienced remarkable and rapid development. This urbanisation has brought challenges that we need to address.

So, we launched a Foresight initiative to help the coordination of all government ministries and improve our planning. Foresight helps us strengthen our planning and agility by preparing for unforeseen events. This does not mean predicting the future but sketching many possible futures to better plan. Through scenario exercises we developed a set of possible futures and discussed how best to achieve the goals of our national vision.



Discover more illustrated stories in our comic "5 Stories on Innovation for Development" at: www.undp.org/innovation





Advancing Gender Equality





EGYPT | How can youth be engaged in the design of a better gender-responsive reporting systems?

In Egypt violence against women (VAW) is a big problem. The most prevalent cases of VAW are sexual harassment, domestic violence, Female Genital Mutilation (FGM), forced marriage and systematic socio-economic discrimination. By some estimates, fewer than 5% of gender-based violence survivors seek help from the authorities. New and inclusive solutions are needed to improve reporting on VAW cases.

In early 2015, UNDP partnered with the National Council for Women and Vodafone Foundation to organize the first ever Egyptian “Violence Against Women Youth Innovation Camp”. Over three days, 35 young Egyptian women and men collaborated to analyze the root causes of under-reporting, and developed testable solutions to encourage citizens to take a stand. Storytelling was at the center of the methodology; an “empathy map” was created to give the youth a judgment-free space to share their personal experiences.

Participants built low-cost prototypes to visualize their ideas. One team, Te2dary (You Can), proposed an interactive system comprised of an online media campaign; panic button connected to the police, NCW and emergency contacts; virtual anonymous support system utilizing chat and voice; and a database for rights, existing reporting mechanisms and legal procedures.

The top three concepts have been selected and the teams continue to work with the National Council for Women, Vodafone Foundation and UNDP to consolidate their ideas into one solution. All stakeholders are collaborating with the aim of implementing a new reporting mechanism in Egypt.



MYANMAR | How can diverse groups of rural women overcome isolation, to inspire and support each other to become community leaders and entrepreneurs?

Women are severely under-represented at all levels of public and political life in Myanmar. Emerging women leaders in rural areas in particular face significant barriers to overcome restrictive social norms, including the lack of personal confidence and female role models in Myanmar’s fledgling democratic space.

To address this, UNDP supported the creation of iWomen-- a free mobile application co-developed by women’s community groups. The app is a joint initiative with the May Doe Kabar National Network of Rural Women. It aims to inspire, foster self-belief and channel mentorship into the daily lives of rural Myanmar women. The app was developed with human-centered design principles leading to rapid prototyping and testing.

The input of young Myanmar volunteers proved an important impetus to promote and facilitate design feedback loops.

The iWomen app currently has 1,050 users, and is now available for download from the Google Play Store.





SCALE



NEPAL & VIET NAM | How can existing gender stereotypes be challenged and conversations on changing gender roles be started to ensure equality and equal opportunities?

In both Nepal and Viet Nam, gender inequality is often tolerated because of patriarchal norms. In Nepal, gender-based violence (GBV) is one of the most widespread forms of violence. According to the Nepali Police, there has been a manifold increased in the number of violent incidents against women over the past five years. In 2014, UNDP tested a gamification approach to deconstructing gender roles. Working with the Noah's Ark animation company and the University of Chicago Gaming Lab, UNDP developed a Facebook app with short animated videos depicting varying forms of gender-based violence, albeit with reversed gender roles. The game targeted 8-12 year olds in the Kathmandu valley. Through metacognitive activities children, examined traditional gender roles and looked at what might be more constructive gender relations. Videos were followed by a quiz that tested the game's effectiveness. Thousands of young Nepalis watched the videos and participated in on- and offline debates. Over 85% of participants said they would change their behaviour in gender relations. In 2015, the initiative expanded, and a "find your way out" board game, has been developed to reach children and adolescents with limited digital access.

In Viet Nam, men and women are confined to specific careers and positions. Women face numerous challenges, including -- discriminatory hiring and promotion practices; lack of support from senior leaders; and a lack of understanding of the demanding roles women have within the home and community. For example, women hold fewer than 10% of senior government positions, i.e. ministers, vice ministers, or general directors in the civil service. Building on the initiative by UNDP Nepal, the #HowAbnormal campaign in Viet Nam created short videos that flipped gender roles, and was done in collaboration with UN Women, UNFPA and local social media and communication organizations to inspire young women and men to rethink dominant gender norms. The campaign was further amplified through a film-making competition; on-line pledges to shape positive norms; as well as drama and photo competitions. Within 7 days, the films from the competition were viewed over 80,000 times and received 3,000 likes, shares and comments. To expand our reach, particularly among young people, UNDP is working with VTV6 (Viet Nam Television Channel for the Youth) to broadcast the films nationwide and with the Student Magazine of the Youth Union to hold 17 festivals across Viet Nam. Over 35,000 students from over 10 universities are expected to engage in these gender equality festivals in 2016, to discuss and show support for positive gender roles.



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The videos made me realize how abnormal the social norms are. In my family I have seen boys preferred over girl and found it normal. Until today I was not aware that these practices are totally abnormal. If we want gender equality... it must be the two-way sharing of responsibilities and burdens.

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Nguyen Thi Linh Lam, Viet Nam, student speaking at the campaign launch



FUTURE



What we learned and next steps

- ▶ Design principles can help improve initiatives to prevent and mitigate gender-based violence (GBV). One starting point is to systematically look for **“Positive deviance”** -- the notion that every community has people and groups whose uncommon behaviours and strategies enable them to find better solutions to problems than their peers, while having access to the same resources and facing similar or worse conditions.
- ▶ The field of **behavioural insights** has the potential to improve **programmes and policies** on gender equality. Particularly in the prevention of gender-based violence. For example, many GBV awareness and prevention campaigns do not test different advocacy messages, nor assess how the target audience interact or perceive these messages. We know that the available data indicates that

addressing social norms to prevent GBV is more effective than focusing on the individual and working with, for example, empathy messages. Strategies borrowed from marketing, such as A/B testing; and behavioural insights on messaging around organ donation, can improve GBV prevention messaging.





ALTERNATIVE FINANCE

Testing new ways to fund and deliver development outcomes such as social and development impact bonds, pay-for-success systems or equity-based investments of social good projects

BEHAVIOURAL INSIGHTS

Tapping into insights from behavioural economics, psychology, and neuroscience to understand how humans behave and make decisions to design evidence-based interventions

CHALLENGE PRIZES

Encouraging ideas, often from unusual sources, and awarding prizes to the best solutions through an open process

CROWDFUNDING

Engaging digital tools to raise financing by mobilizing individuals for a new or existing business venture, a creative project or a charitable project

CROWDSOURCING

Collecting community inputs to spot trends and solve problems

FORESIGHT

Exploring multiple future scenarios and designing more adaptable and resilient plans

GAMES FOR SOCIAL GOOD

Leveraging games to enhance civic learning and facilitate behaviour change

HUMAN-CENTERED DESIGN

Starting solution design with the needs of the user; including prototyping and iteration cycles in project design

INNOVATION CAMPS

Bringing diverse actors together, usually for an event, to specify development challenges from a user-perspective and to generate testable solutions

INNOVATION LABS

Bringing diverse actors together, usually on an ongoing basis, to generate testable solutions to a series of development challenges. Labs can be hosted within Governments, with private sector partners and/or academia

MICRONARRATIVES

Transforming stories from users to quantitative data through a standardized system to inform decision-making

NEW AND EMERGING DATA

Harnessing a mix of new, digital and analog data sources to enhance decision-making. This includes drawing on big data to better analyze, visualize, and communicate trends and patterns

REAL-TIME INFORMATION SYSTEMS

Utilizing mobile devices and other ICT to enhance information collection to spot trends and inform decision-making

SENSING

Using quantitative and qualitative data to gain insight into real-time societal issues and changes. This can include data from unmanned aerial vehicles



Creating A New Norm

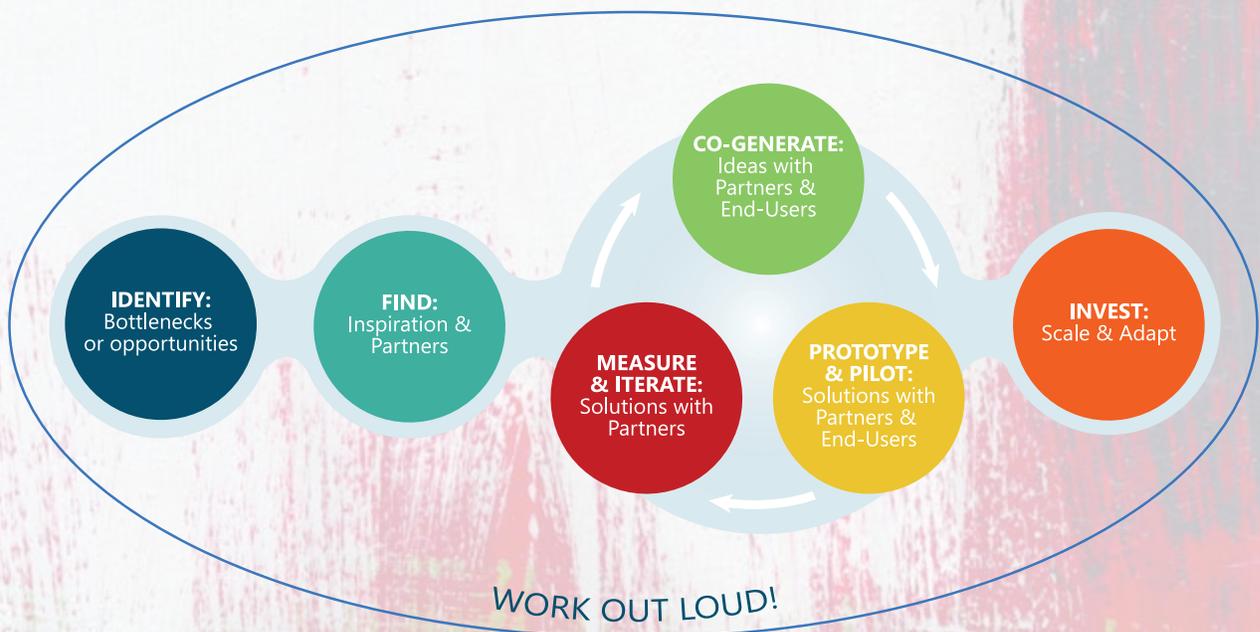
Innovation requires environments that enables ideas and the people behind them to connect and execute new models together. In 2015, the Innovation Facility continued to create a new norm within UNDP – one that enables everyone in the organization to innovate. We work on new policies and programme guidelines, as well as on fostering networks of innovators, innovation champion programmes and external thought leaders

THE EMERGING UNDP INNOVATION FRAMEWORK

Our approach to innovation focuses on the identification of bottlenecks, rapid testing of innovative solutions through prototypes, scaling up what is proven to work and, generally, “working out loud” at all times to learn from user, partner and stakeholder feedback.

Innovation happens when business as usual is replaced with a more agile way of working. When assumptions are formulated based on available data and then tested with quick feedback cycles. In 2015, the Facility expanded our Innovation Framework and worked with partners on translating internal and external innovation successes into improvements in internal policy and programming procedures to better operationalize innovation ideas and improve business process efficiencies

The element of ‘working out loud’ play an important role in fostering an environment for innovation. All recipients of grants are requested to publish regularly and share progress, and challenges with colleagues and external partners. The Innovation Facility encourages teams to utilize social media to identify potential new partners and start conversations on our work in progress. In 2015, we published more than 70 blog posts to highlight ongoing initiatives and ensure transparency.



In 2013, UNDP established a global network for champions of innovation to connect, exchange experiences and inspire others. This Community of Practice grew by 80% in 2015 and now brings together more than 650 practitioners from across the globe. The UNDP Innovation Facility also established regional networks to foster exchanges and invested in three types of Innovation Ambassador programmes:

- In Asia-Pacific, our Innovation champions challenge development traditions, prototype new ideas, bring users into the design process, and collaborate with non-traditional partners. In 2015, UNDP invited 14 of our most active champions from Country Offices to a one-week innovation skills-building exercise. This enables our Innovation Ambassadors to now advise Country Office teams on addressing bottlenecks in their portfolios and leverage opportunities for innovation.
- In Eastern-Europe and Central Asia, UNDP invested in 7 innovation champions by strengthening their expertise in a specific field to have in-house expertise on topics such as behavioural insights, big data, micronarratives and alternative finance.
- In the Arab States, the Facility brought together social innovation champions from 10 Country Offices, immersing them in hands-on learning events with leading global experts in design thinking, games for social change, and foresighting.

The newly launched Leadership Development Programme by the UNDP Office for Human Resources also incorporated innovation as one of four pillars. UNDP partnered with Acumen and IDEO for a unique course in human-centered design, and with Harvard Business School for additional courses

and webinars on innovation. More than 300 mid-level managers in UNDP underwent hands-on skills-building in these methods and the programme is expanded for a second cohort in 2016.

In 2015 we added a section on innovation to the corporate results reporting tool, UNDP's ROAR (Results Oriented Annual Report). At the end of every calendar year, UNDP Country Offices now report back on whether they tested a new method or worked on scaling an innovation. The questionnaire enables UNDP to better manage the innovation strategy and assess the extent to which investments led to the intended outcomes.

Creating a new norm also means updating UNDP's regulatory framework. In 2015, we finalized a new policy that allows UNDP to find new solutions to development challenges through an open competitive process. This policy on Innovation Challenges enables UNDP Country Offices, Regional Hubs and HQ units to award prizes of up to US\$ 40,000 for innovative and effective solutions. Used throughout the world by business, governments, communities and higher education institutions, innovation challenges shine a spotlight on a problem or opportunity and ask communities to offer creative ideas that can help create a better future. UNDP has conducted several Open Innovation Challenges, including the 2015 "Innovating for Peace Challenge for social enterprises" covering Afghanistan, Indonesia, Myanmar, Nepal, Pakistan, and the Philippines. Our new policy opens this instrument to a wider audience and offers a valuable opportunity to stimulate markets for new solutions to development problems. Innovation challenges are not an alternative form of procurement, but rather a process designed to reach and motivate the right innovators to work on a development challenge.



HOW WE MEASURE SUCCESS

The UNDP Innovation Facility defines innovation as novel approaches that add value to the end-user. A novel approach can be an adapted approach that is well-established in another context but new to the specific case. We work with Country Offices to formulate hypothesis with clear success indicators to test the effectiveness and comparative advantage of innovative models. Our approach to monitoring and evaluating innovations in different stages is work in progress.

We assess the success of innovative models through:



INNOVATION BOARD

Within UNDP, the Innovation Board provides strategic direction, oversees a pipeline of initiatives, and holds accountability for the agenda in the organization.

The five members of the Board are:



Magdy Martínez-Solimán
Assistant Secretary-General,
UNDP Assistant Administrator
and Director, Bureau for Policy
& Programme Support



Mila Rosenthal
UNDP Director of
Communications,
Bureau of External Relations
& Advocacy



Ruby Sandhu-Rojon
UNDP Deputy Assistant
Administrator
and Deputy Regional
Director, Regional
Bureau for Africa



Jens Wandel
Assistant Secretary-General
UNDP Assistant Administrator
and Director, Bureau for
Management Services



Haoliang Xu
Assistant Secretary-General,
UNDP Assistant Administrator
and Director, Regional Bureau
for Asia and the Pacific

ADVISORY BOARD

In December 2015, an Advisory Board to the Innovation Facility was formed to invite top-notch experts to provide us with guidance. Our six Advisory Board members are experts in Systems Design Thinking; Public Service and Policy Design; Entrepreneurship and Innovative Financing; and Technology Innovation in Development.



Ahmad Ashkar
Founder & CEO
Hult Prize Foundation



Durreen Shahnaz
Founder & Chairwoman
Impact Investment Exchange (IIX) Asia



Indy Johar
Co-Founder & Executive Director
Impact Hub Birmingham



Kit Lykketoft
Deputy Director
MindLab



Riley (Peter) Riley
Co-Founder & CEO
Glorious Labs



Daudi Were
Executive Director
Ushahidi



Learn more about the Advisory Board members:
<http://www.undp.org/content/undp/en/home/ourwork/development-impact/innovation/advisory-board/>

PRINCIPLES OF INNOVATION

These 9 innovation principles have been endorsed or adopted by the following partners: UNDP, UNICEF, USAID, Gates Foundation, UN Global Pulse, WFP, WHO, HRP, OCHA, SIDA, IKEA Foundation, UN Foundation, and UNHCR.



Design with the User

- Develop context appropriate solutions informed by user needs.
- Include all user groups in planning, development, implementation and assessment.
- Develop projects in an incremental and iterative manner.
- Design solutions that learn from and enhance existing workflows and plan for organizational adaptation.
- Ensure solutions are sensitive to, and useful for, the most marginalized populations: women, children, those with disabilities, and those affected by conflict and disaster.



Understand the Existing Ecosystem

- Participate in networks and communities of like-minded practitioners.
- Align to existing technological, legal, and regulatory policies.



Design for Scale

- Design for scale from the start, and assess and mitigate dependencies that might limit ability to scale.
- Employ a “systems” approach to design, considering implications of design beyond an immediate project.
- Be replicable and customizable in other countries and contexts.
- Demonstrate impact before scaling a solution.
- Analyze all technology choices through the lens of national and regional scale.
- Factor in partnerships from the beginning and start early negotiations.



Build for Sustainability

- Plan for sustainability from the start, including planning for long-term financial health i.e., assessing total cost of ownership.
- Utilize and invest in local communities and developers by default and help catalyze their growth.
- Engage with local governments to ensure integration into national strategy and identify high-level government advocates.



Be Data Driven

- Design projects so that impact can be measured at discrete milestones with a focus on outcomes rather than outputs.
- Evaluate innovative solutions and areas where there are gaps in data and evidence.
- Use real-time information to monitor and inform management decisions at all levels.
- When possible, leverage data as a by-product of user actions and transactions for assessments.



Use Open Source

- Adopt and expand existing open standards.
- Open data and functionalities and expose them in documented APIs (Application Programming Interfaces) where use by a larger community is possible.
- Invest in software as a public good.
- Develop software to be open source by default with the code made available in public repositories and supported through developer communities.



Reuse and Improve

- Use, modify and extend existing tools, platforms, and frameworks when possible.
- Develop in modular ways favouring approaches that are interoperable over those that are monolithic by design.



Do no harm

- Assess and mitigate risks to the security of users and their data.
- Consider the context and needs for privacy of personally identifiable information when designing solutions and mitigate accordingly.
- Ensure equity and fairness in co-creation, and protect the best interests of the end end-users.



Be Collaborative

- Engage diverse expertise across disciplines and industries at all stages.
- Work across sector silos to create coordinated and more holistic approaches.
- Document work, results, processes and best practices and share them widely.
- Publish materials under a Creative Commons license by default, with strong rationale if another licensing approach is taken.

INNOVATION TRENDS | By Region

UNDP is using social innovation as a viable complement to traditional development practice. UNDP Country Offices and Regional Hubs explored new approaches to development throughout the year, based on the hypothesis that more inclusive, participatory and collaborative development processes can lead to better insights, ideas, implementation and ultimately impact. This section provides an overview of all five regions and the initiatives supported with seed funding by the UNDP Innovation Facility. To learn more about the initiatives listed in this Section, download the full report on undp.org/innovation

Key: Stage of Initiative



Early Stage – Ideas generated, prototypes created and initial user-feedback collected to further develop the concept.



Testing & Evidence Collection – The initiative is being tested with a subset of target users, partners, and stakeholders. Evidence is being collected to support an impact assessment and feasibility analysis of the initiative before it progresses.



Scaling Up – Following testing, the initiative has solid data proving the effectiveness of the innovation and is now working with partners to expand the scope.

Africa

In 2015, the UNDP Innovation Facility promoted 12 country initiatives across sub-Saharan Africa. As the region gears up to deliver on the SDGs, there is recognition of the need for a new model of development that links end-user aspirations with the Goals and resources of non-traditional partners. Of the 14 SDGs directly addressed by these initiatives, seed funding was primarily provided to local innovators to: fight gender-based violence (Benin); stimulate entrepreneurship in marginalized groups (Burkina Faso, Rwanda, Zimbabwe); and foster a culture of good governance, peace, and social justice (Botswana, Ghana), while driving sustainable growth. A number of the initiatives also focused on programmatic effectiveness by employing improved monitoring and evaluation strategies as well as data capture. These initiatives addressed issues such as disaster preparedness, renewable energy and mitigating climate change.

Efforts were enriched by the strategic partnerships involving a diverse set of actors throughout the process. In 2015, the teams tried out new

partnerships with innovation hubs, youth groups, private sector, academia and civil society, all the while linking them with traditional government partners. For example in Zimbabwe, as detailed earlier, UNDP helped strengthen innovation and entrepreneurship capacities for young women and men by working with the Zimbabwe Farmers Union, the Harare Institute of Technology, Microsoft 4Afrika, Barclays Bank, Oxfam GB; University of Zimbabwe and several other incredible partners.

Effective solutions tend to involve local perspectives. Thus, popular innovation approaches in the region focused on testing either human-centered design or innovation labs/camps. These attracted two-thirds of the region's funding. Other popular innovative approaches in the region include foresight, data visualization and innovation Challenges. Looking forward, UNDP Country Teams in the region are excited to continue testing these approaches, particularly the acceleration programmes and incubation labs, and begin scaling their efforts nationwide-- and beyond.

 Early Stage	 Testing & Evidence Collection	 Scaling Up
Cabo Verde- Data Integration & Visual Analytics for Climate Change	Benin- Leveraging Technology to Report and Reduce Gender-based Violence	Burkina Faso- Capacity Building and Scaling of <i>Solar Grandmothers</i>
Comoros- Exploring Eco-friendly Essential Oil Production by Women	Botswana- Mobile Access to Justice and Social Empowerment Lab	Democratic Republic of Congo- Innovative, Programmatic and Operational Strategic ICT Tools
Ghana- Visualisation Governance and Peace Tracking Poll	Zimbabwe- Accelerating Entrepreneurship and Employment through Innovation Labs	Mauritius- Foresight for Building an Innovative Civil Service
Malawi- Malawi Resilience Innovation Lab (MRIL)		Rwanda- YouthConnekt for Employment
Nigeria- Special Target Enterprises for Persons with Disabilities		
		

Arab States

UNDP in the Arab States, kicked off the year with a regional call for proposals, to provide Country Offices with the knowledge, creative space and seed funding to experiment with new ways of tackling complex development issues. Nine Country Offices submitted 22 applications, an impressive showing for the first year of dedicated UNDP innovation support in the region. Offices with shortlisted proposals were invited to participate in hands-on learning events on design thinking, games for social change, and foresighting with world-class experts to deepen their understanding of the various methodologies and refine their ideas. Ultimately, three UNDP country offices received seed funding to pursue their proposals: Tunisia (SDG social innovation camps); Morocco (games for social change); and Egypt (foresight).

UNDP Egypt and Sudan Country Offices, both early adopters of social innovation, continued to set a tremendous pace as they coordinated and spearhead innovation via their Innovation Lab and Innovation Nucleus, respectively. Other notable efforts at the country level included UNDP Iraq and Yemen's initiatives to promote youth entrepreneurship through the use of social innovation challenges, camps and labs to help young people transform their ideas into viable social ventures. UNDP Egypt, Lebanon and Yemen tapped into alternative financing for development, specifically crowdfunding, to mobilize resources for their projects.

As well as country level initiatives, regional and cross-regional initiatives were undertaken to facilitate learning from other countries and regions: the Social Innovation Challenge on Technology for Citizen Engagement awarded Sudan's Raik Shino and Yemen's Musharaaknaa initiatives; the Big Data Exploration in Eurasia and Arab States supported initiatives in Egypt, Sudan and Tunisia.

The Social Innovation Camp, "Engaging Arab Youth in Innovating Their Future," the first such event organized by UNDP in any region, brought together 65 youth from all countries served in the Arab States region to examine key development challenges facing the region and collaboratively design innovative solutions to address them. In addition, a "Public Sector Innovation" workshop

A significant investment was made to capture insights and systematize knowledge of Country Offices and the Regional Hub on social innovation.

The regional community produced "A Field Guide to Exploring Innovation," three learning videos, and numerous blogs, all shared on national, regional, and global platforms. The sharing of this knowledge opens up a world of possibilities that is vital as colleagues and partners explore new methodologies that are often untested in the development context.

In 2016, we will continue to deepen and expand our offerings to national and regional partners – alternative financing mechanisms, infrastructures for peace, dialogue/engagement/collaboration mechanisms, data collection/analysis/visualization tools. These efforts are resulting in not only better programmes but also the establishment or strengthening of partnerships, ranging from Microsoft in Egypt to Impact Hub in Sudan; these collaborations are much needed as we collectively look to deliver on Agenda 2030.

“ We are putting people at the heart of our work, by engaging citizens, policy makers and entrepreneurs. Through design thinking, co-creation, crowdsourcing, storytelling, gamification, open data, and other non-traditional approaches and tools, we can help our national partners to address their development priorities more effectively. ”

Anita Nirody,
UN Resident Coordinator
UNDP Resident Representative,
Egypt



 Early Stage	 Testing & Evidence Collection	 Scaling Up
Egypt- Foresighting on Youth Employment	Tunisia- unConferencing to Enhance Youth Engagement Towards the SDGs	Egypt- Smarter Citizens for Innovation Future
Lebanon- Innovation in Vocational Training	Sudan- Participatory Foresight for Peacebuilding under the Innovation Nucleus	Sudan –Innovation Nucleus
Morocco- Gamification of Ecosystem Services	Sudan- Electricity Consumption as a Proxy to Estimate Poverty Levels under the Big Data Exploration initiative	Sudan- Raik Shino under the Tech4Citizen Engagement initiative
Yemen- Mushaaraknaa under the Tech4Citizen Engagement initiative		
Under the UNDP Big Data Exploration initiative: Egypt- Agriculture and Irrigation Management		
Tunisia- Monitoring SDG 16		

Asia & The Pacific

In 2015, there have been exciting achievements by recipients of Innovation Facility funds-- from mobile apps that connect rural women in Myanmar, to hackathons that inspire tech-savvy youth in Sri Lanka, from data management for climate change in Indonesia, to scaling successful prototypes for system level innovations in China and the Maldives. Innovation is being embraced more organically in the way UNDP works. For example, after the deadly earthquake in Nepal, UNDP Nepal partnered with Microsoft to develop an app that enabled efficient debris management and ensured timely and accurate payments in the massive cash for work programme.

The Innovation Ambassadors initiative was launched in 2015. 14 innovation champions from the region received intensive support in improving and applying their innovation skills. We now have a distributed resource capacity for innovation in the region, as UNDP engages with governments to design the next generation of development solutions.

In Asia-Pacific, UNDP continues to push the boundaries by exploring alternative financing instruments through the establishment of the UN Social Impact Fund and experimenting with new mechanisms such as forecast-based financing. We are also witnessing increasing demand from private sector partners on tech-for-good initiatives that allow for exploration of new use applications in development for areas like Internet of Things (IoT), Virtual Reality (VR), Augmented Reality (AR), UAVs as well as from Governments for Lab models to deliver public services through improved citizen engagement and collaborative design.

A range of partnerships have been leveraged through UNDP's innovation work. The following ideas are currently in progress with partners:

- UAViators Network (We Robotics), DJI and UNDP in the Maldives will establish a global network of "Flying Labs". UNDP will carry out projects that create valuable data products in remote and high need areas, test leading edge technologies in tough conditions and catalyze local technology startups that sustain the labs, generate high skill jobs in the developing world and a continuing stream of high-impact social good robotics projects.
- Glorious Labs with UNDP, are to set up a tech-for-good facility to incubate start-ups to address development challenges, connect them to impact investors and test and scale solutions on the ground with the objective of pushing the envelope on the use of IoTs, VRs and ARs.
- Together with UN Global Pulse to scale a dashboard that collects and monitors data on the impact of the El Niño based on data needs from countries in coordination with other UN agencies.
- UNV, CISCO and UNDP to harness the power of technology for social change by empowering young people to engage with the SDGs through volunteer projects; and catalysing innovation by youth for social entrepreneurship and sustainable development.

 Early Stage	 Testing & Evidence Collection	 Scaling Up
Bangladesh- Leaving No One Behind	Bangladesh- 15 million People Stuck in Traffic	Bhutan- Gamification for Youth Employment
China- Too Cold	Bangladesh- ICT Opportunity for Slums	Bhutan- Virtual Zomdu
China- Weaving into Happiness	Indonesia- DIY Mobile Application for Multipurpose Survey (DIY-SAM)	China- E-Waste Disposal
Samoa- Question of the Week	Myanmar- iWomen	Maldives- Make My Island
Sri Lanka- Sensing Landslides	Nepal- Idea Factory	Nepal- Games for Gender Equality
Timor Leste- SMS Alerts for Life, SATA Moris	Viet Nam- Deconstructing Gender Stereotypes	Papua New Guinea- Phones Against Corruption





Europe & Central Asia

MindLab, the social innovation lab of the Danish Government, conducted independent evaluation of our work in Europe & CIS at the end of 2014; the findings influenced the direction of our work in this region in 2015. While the evaluation found that the innovation work led to new services, new resources, new partners and new skills in the Country Office teams, it also recommended that UNDP ECIS is ready to approach innovation from a more strategic perspective, focusing on mainstreaming it in regular programming. With this focus in mind, the results of the ECIS innovation efforts in 2015 include the following:

Design of a new generation of development services, including:

- Alternative finance for development, which began with the launch of UNDP's first Crowdfunding Academy, supported 11 UNDP Country Office teams across the world to develop crowdfunding campaigns within their projects.
- Innovation in data, through the cross-regional Big Data Exploration in Eurasia and Arab States, supported six Country Office teams generate data-driven interventions for a range of development issues.
- The launch of the ECIS Knowledge Gateway, the region's ultimate knowledge management platform that provides information management, internal networking and collaboration.

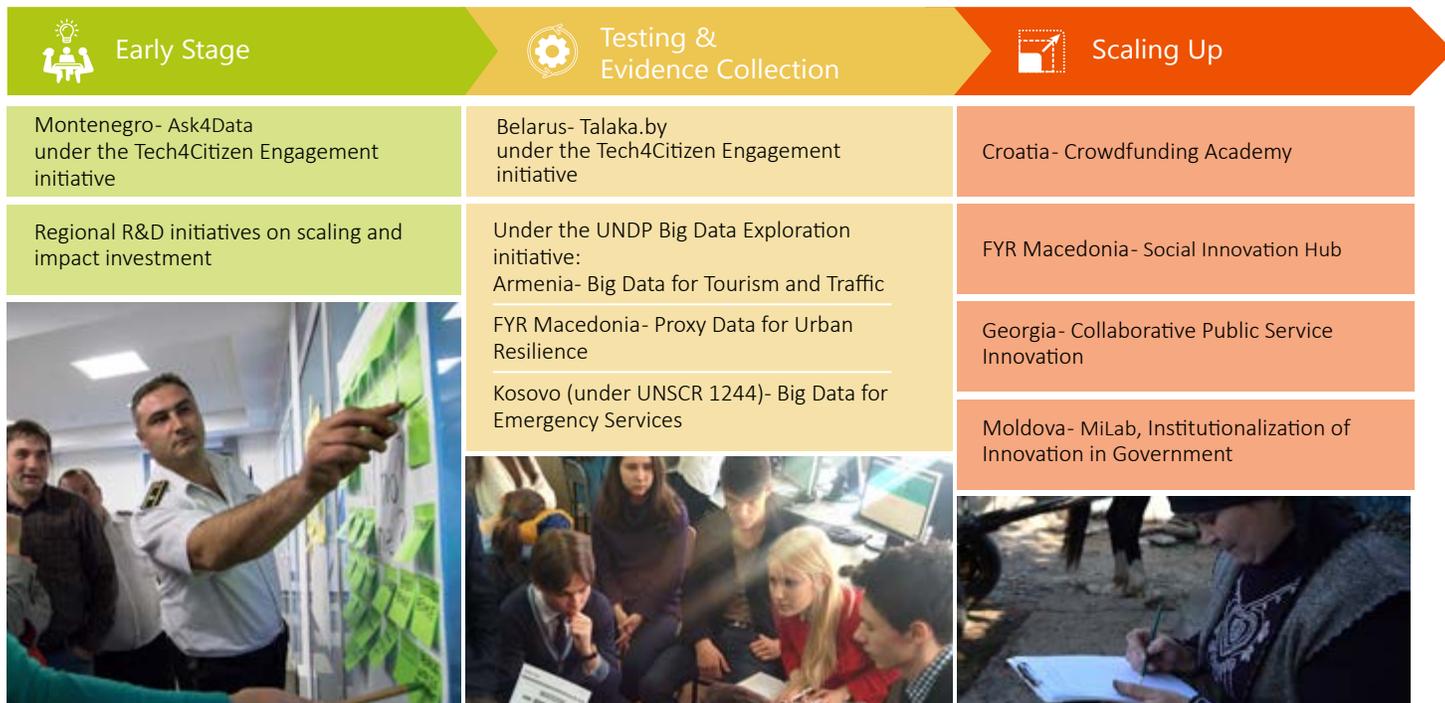
The Istanbul Regional Hub mobilized US\$1.5 million from the Slovak Government to support the roll-out of this and innovation in data service

lines. Further, in designing the new services, the Regional Hub established 12 new partnerships with cutting-edge organizations for innovative solutions in development; such as BitNation, Red Cross Climate Center, Sardex, Royal Danish Institute of Arts, M-Changa, the Young Foundation, Brookings Institution and Allied Crowds, to name a few.

Mainstreaming existing innovation services in the ongoing programming:

- Behavioural insights in Country Office programming, specifically focusing on informal economy and tax collection in Belarus, Moldova and Kazakhstan, jointly with the Behavioural Insights Team UK.
- Micro-narrative methodology for (close to) real time monitoring, jointly with the Cognitive Edge, of subtle changes in attitudes and behaviours among 11 clients of development initiatives, i.e. UNDP Yemen, Afghanistan, Serbia, Turkey, Kyrgyzstan, Belarus, Moldova; as well as UNICEF, ILO, Veco, Development Agency of Banka Luka, as part of the Fragments of Impact initiative.
- A novel scaling up methodology in our programming in Egypt, Moldova, Tajikistan, and Bosnia and Herzegovina, jointly with the Brookings Institute fellow.

Lastly, the Regional Hub jointly with Nesta and Country Office teams in Kyrgyzstan, Moldova, FYR Macedonia and Georgia, launched 'innovating the UNDP business model'. The results of this work will be unveiled in 2016.



Latin America & The Caribbean

The innovation ecosystem in Latin America and the Caribbean (LAC) continued to flourish and grow. In 2015 the Innovation Facility saw more than 100% increase in demand from Country Offices in the region for advice on alternative methods, tools and approaches in their work. In LAC, the Facility is seen as a catalytic mechanism that has the potential to expand UNDP's range of action:

- Innovation can increase UNDP's institutional offer to partners. In Latin America, the Facility is in the process of designing a new set of services, through Country Office prototypes, which are yielding early signs of success. By developing capacities in design-thinking, open innovation challenges and innovation labs/camps in topics ranging from peacebuilding and citizen security to local development of SDGs-- UNDP is developing in-demand tools to support partners at the national level.
- Innovation is triggering new dynamics, ideas and dialogues as we tap into new sectors to bridge the gap to decision-makers. We work together with entrepreneurs, ICT experts, displaced populations, ex-combatants, student, public institutions, and civil society towards delivering the SDGs.
- Innovation brings fresh perspectives and new solutions to old problems, through the methodologies employed, collaborative spaces created, and alternative solutions co-designed.

- Innovation supports resource mobilization efforts, by helping build new partnerships, strengthening the service offer to governments and through alternative financing mechanisms, such as crowdfunding, which has already been piloted by UNDP in the region.

Innovation, therefore, in Latin America and the Caribbean should not be seen as an isolated effort, or as an add-on, but rather as an integral mechanism that can help UNDP better solve problems, and remain the go-to partner for governments.

“ We, the youth, are not the future. We are the present. With our talents we can build a more just, productive and equitable society. ”

Fernando Arce, student and user of the Camino a la U (Road to University) app, El Salvador



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THANK YOU!

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