

UNFPA Management Response to the Formative Evaluation of the UNFPA Innovation Initiative							
Evaluation Report Issue Date	<a href="#">Evaluation report tag</a>	<a href="#">Additional attributes</a>	UNFPA Business Unit managing or coordinating the response and implementation	Head of Responsible Office <b>Final approver</b>	Focal Point <b>Owner</b>	Quality Assurance <b>Contributor</b>	Date of submission
31 July 2017	Formative & corporate/thematic evaluation	Institutional	Technical Division	Benoit Kalasa, Director, TD	Sarah Reis	Sylvia Wong	

[one staff should have only one role assigned to him/her; for example, Final approver or the Owner cannot act as a Lead implementing staff for an action point as well]

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)		
Recommendation No. 1	Strategic decisions to frame the corporate approach to innovation	Priority: High
	<p><b>UNFPA should make critical strategic decisions in order to frame the foundations for its corporate approach to innovation.</b> UNFPA should prioritize making a series of strategic decisions in order to set the framework for and bring strategic clarity and focus to its corporate approach to innovation. These critical decisions include determining: (i) the specific areas innovation should prioritize and focus upon; (ii) how innovation should be positioned inside the organization; (iii) how UNFPA wants to position itself within the innovation ecosystem (in the mandate areas); (vi) what forms of innovation (e.g. products, services, processes) UNFPA should focus on (and how); and (v) what stages of innovation (ideation, testing, scale up) UNFPA wants to support (and how).</p> <p><b>Operational suggestions:</b></p> <p>As a general principle, UNFPA should adapt the model for innovation and address these critical decisions with two sets of considerations in mind. First, consider the specific characteristics of the organization: a relatively small agency compared to other UN agencies, a complex mandate and funding constraints. Second, take stock of what UNFPA has proven to be good at by looking at its comparative advantages and strengths as an organization. For example, UNFPA positioning is linked to its role as an advocate and convener and connecting different stakeholders to move its agenda forward in programme countries. UNFPA could use these assets to position itself within innovation ecosystems to address the core problems UNFPA decides to innovate for (answer to the first critical decision). Some considerations on elements to take into account in each decision:</p> <ul style="list-style-type: none"> <li>• <b>Determine the specific areas that innovation should prioritize and focus on:</b> <ul style="list-style-type: none"> <li>○ This strategic decision should answer the questions: <b>What is innovation for at UNFPA?</b> This question is related to <b>why to innovate</b> and to the use of innovation (it should not be a discussion on the definition of what innovation is). It should also answer the question: <b>In what areas (thematic, operational) should innovation focus on?</b> This would determine the scope of innovation.</li> <li>○ Good candidates for focus areas would be areas that emerge as a response to the question: <b>For which problems does UNFPA needs an innovative solution?</b> This would point at areas where outcomes are stagnant or reversing, at areas where business as usual has not worked so far, or at areas suffering from setbacks in delivering the mandate (areas where successes are smaller than expected).</li> <li>○ The comparative analysis with other UN agencies shows that innovation agendas tend to work around a specific problem. The clearer the focus of innovation, the higher the chances of generating innovative solutions that make a difference. UNFPA should identify the <b>core problems</b> it wants innovation to focus on, moving away from the 360-degree approach followed in the first phase of the Innovation Initiative.</li> </ul> </li> <li>• <b>Determine how innovation should be positioned inside the organization:</b> <ul style="list-style-type: none"> <li>○ When determining the positioning of innovation in UNFPA, it would be advisable to differentiate between three domains: innovation in terms of innovative <b>impact solutions</b> (addressing challenges in mandate areas); innovation in terms of innovative organizational processes and policies (systems), which refers to improvements in <b>business processes</b>; and innovation in terms of <b>culture</b>, that is, staff's innovative approaches at work (staff mindsets). The reason for this distinction is that they require different types of support and respond to different drivers. Developing innovative solutions is more intensive in external funding and partnerships with innovation ecosystem actors, whereas a lot may be accomplished on innovation in business processes with core resources. Similarly, a lot could be achieved on innovative approaches to open staff mindsets with existing resources.</li> <li>○ How UNFPA positions these three innovation domains in the organization should be reflected in the UNFPA Strategic Plan. The implementation of exchange mechanisms to link innovation with other business units and to ensure an enabling environment for innovation (Recommendation 6) will reflect how innovation should be positioned inside the organization.</li> </ul> </li> <li>• <b>Determine how/where UNFPA wants to be positioned within the innovation ecosystem:</b></li> </ul>	

UNFPA has not yet incorporated an ecosystem-based view to its innovation approach. The implicit model to date was positioning UNFPA (through increased staff creativity) as a producer of innovative solutions (together with implementing partners). It would be highly advisable to explore the possibility of UNFPA becoming a thought leader, ecosystem convener and facilitator of those innovation processes that aim at solving the core problems UNFPA has decided innovation should focus on.

- **Determine what forms of innovation to focus on and how – innovation in products, in services, in processes:**<sup>1</sup>  
It would be advisable to identify the sequence - product, services, processes - linked to the core problems selected and use that sequence to determine how each form of innovation will be supported e.g. if the chosen core problem was adolescent pregnancy and UNFPA wanted to focus innovation on products (e.g. contraceptives), processes and services would correspond to those business processes (procurement, logistics) and modes of engagement (services e.g. policy dialogue) associated to the delivery of the new product.
- **Determine what stages of innovation (ideation, testing, scale-up) UNFPA wants to support and how:**  
The Innovation Fund has essentially focused on funding the implementation of in-house generated proofs of concept.<sup>2</sup> The focus of the Innovation Fund is now moving to scaling up tested innovations that proved successful. This is one of multiple pathways; there are many others that have yet to be explored. In this context, and in order to develop a well-fitted model for innovation at UNFPA, it would be advisable to explore possibilities for other combinations e.g. supporting the testing of an idea through the Innovation Fund to then scale up through partnerships and advocacy; supporting the scale-up of solutions implemented by others outside UNFPA (either with co-funding or through facilitation and advocacy); or by open crowd-sourcing of ideas around core problems to external actors and internal staff.

<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	<p style="text-align: center;">Agreed</p> <p>UNFPA has embraced innovation as a corporate priority and sees innovation as an indispensable engine to bring about transformative change for women, girls and young people, as laid out in UNFPA’s Strategic Plan 2018-2022. Deepening and broadening our reach will require strengthened partnerships and innovation to leave no one behind and reaching the furthest behind first. UNFPA further recognizes that given the rapidly changing contexts and resource constraints, it is time to harness new innovations that can provide breakthrough solutions for longstanding challenges to universal sexual and reproductive health.</p> <p>Moreover, the formative evaluation’s findings and recommendations form the basis for the new Innovation Strategy. The operationalization of this Strategy is articulated in the relevant components that follows in this Management Response, and emphasizes four key strategies to promote innovation to improve programming and results: (1) creating innovation solutions with partners to address development bottlenecks; (2) scaling up innovations that have proven to be successful; (3) partnering with innovators from the public and private sectors; and (4) institutionalizing a culture of innovation in UNFPA.</p> <p>Finally, it is worth noting that UNFPA, in commissioning this formative evaluation of the Innovation Initiative, is an innovation in itself, as it is the first of its kind in the UN system. A comparative analysis of innovation across the UN system was also a key product of the formative evaluation, and this analysis serves as a public good to the UN system to foster learning and strengthen collaboration across agencies.</p>
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*If recommendation is partially accepted or rejected, provide reasons:*

*If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued*

Action point title	Action point text	Due date DD/MM/YYYY	Lead implementing unit	Lead implementing staff [name]	Additional units involved in implementation (if any)
Innovation focus areas	The UNFPA Innovation Strategy highlights four thematic areas to be prioritized: <ol style="list-style-type: none"> <li>1. mHealth for adolescents and youth</li> <li>2. Innovative financing</li> <li>3. Data for development</li> <li>4. Last mile SRH commodity accessibility</li> </ol>	31/01/2018	Senior Management, Technical Division	TD Director/Innovation Sponsor Innovation Specialist	Technical Division, Programme Division, Regional Offices

<sup>1</sup> Services refer to delivery methods by mode of engagement; processes refer to business processes and are linked to organizational efficiency; and products refer to either supplies/commodities or tools and devices related to delivery.

<sup>2</sup> Innovation days worked on ideation to a certain extent. However, innovation days and the design of project proposals (for testing/implementing proofs of concepts) were related in one a quarter of the cases. The Hack for Youth project incorporated a mixed approach (internal-external) to generate ideas.

Positioning of innovation in UNFPA	Innovation is relevant for <i>all</i> parts of UNFPA. However as the focus will be primarily on innovation for state-of-the-art development solutions for UNFPA's thematic priorities, it is strategic for the leadership of innovation to remain within the Technical Division. In addition, the revitalized Inter-divisional Working Group (IDWG) will be comprised of staff whose functions will support strengthening UNFPA's positioning on innovation.	31/01/2018	Senior Management, Technical Division	TD Director/Innovation Sponsor Innovation Specialist	Technical Division, Programme Division, Regional Offices, OED
Positioning of UNFPA innovation within the innovation ecosystem	UNFPA is transitioning to a more partnership-oriented approach to innovation, i.e. innovations will be sourced externally as well as internally. Where UNFPA has substantial technical expertise and experience of innovating in a given area, we will seek to play a thought leadership role. The field of mHealth for adolescents and youth has already been identified as one where UNFPA can play a leadership role based on our diverse experience.	31/12/2018	Technical Division	TD Director/Innovation Sponsor, Innovation Specialist	Regional Offices, Strategic Partnership Branch, Division for Communication and Strategic Partnership
Innovation focus and its place in products, in services, in processes	The decision on focusing on products/services/processes will be made on a case by case basis and driven by the types of programmatic challenges that the proposed innovation would address. In most circumstances, it is not possible to separate them. Taking the examples provided by the evaluators, investing solely in RH commodities without adequate attention to the quality of services through which they are delivered, or the policy context which affects access, is unlikely to be successful.	31/12/2018	Technical Division	Innovation Specialist	Innovation IDWG
Innovation Strategies (ideation, testing, scale-up) UNFPA wants to support and how	UNFPA is moving away from an approach that was solely focused on ideation and piloting to one that also incorporates scaling up proven and successful innovations, whilst maintaining space for new untested ideas, as articulated in the Innovation Phase II Strategy.	31/03/2018	Technical Division	Innovation Specialist	Innovation IDWG

<b>Recommendation No. 2</b>	<b>Innovation Business Case and Inter-divisional Working Group on Innovation.</b>	<b>Priority: Medium</b>
	<p><b>Further develop the Innovation Business Case into a corporate framework for innovation for the next four years, revisiting and reactivating the Inter-divisional Working Group on Innovation.</b></p> <p>The Innovation Business Case drawn by the Technical Division with support from IDWG members should further evolve into a corporate framework for innovation in UNFPA, becoming the strategic and operational frame for the Innovation Initiative. The corporate framework on innovation should have the buy-in of the technical, the programme and management divisions and should concisely present the results of the critical decisions called for in Recommendation 1. Once endorsed by the Executive Committee, it should reflect an organization-wide basis for a common understanding of the innovation model for the next four years, alongside UNFPA's Strategic Plan.</p> <p>This corporate framework should add to the Business Case a brief theory of change and an M&amp;E mechanism to capture learning and to allow an evaluation of the Innovation Initiative by 2021. UNFPA should also revisit the scope, roles and composition of the IDWG, ensuring that incentives are in place to improve the performance of the IDWG in accompanying the implementation of the Business Case.</p> <p><b>Operational suggestions:</b></p> <ul style="list-style-type: none"> <li>• Ensure that the Innovation Business Case, as it develops into a corporate framework, provides a stance on the five critical questions in Recommendation 1 as well as UNFPA perspective on the three innovation domains (impact solutions, business processes and culture/staff mindsets).</li> <li>• Adjust the roles and functions of the IDWG so that there is a shift from being <b>doers</b> to becoming <b>advocates</b> of the Initiative, both within their business units and outside.</li> <li>• IDWG members should be given a clear mandate and explicit senior management endorsement to oversee the implementation of the Innovation Business Case / Corporate Framework on innovation. This mandate should include specific time allocations to carry out the task.</li> <li>• The role of the IDWG should move away from the current focus on activities to a focus on advocacy. IDWG members should advocate so that innovation is anchored in the organization. In particular, IDWG members should liaise and facilitate (within their spheres of influence) to ensure that there is a proper enabling environment for innovation in UNFPA.</li> <li>• IDWG members should convene with the innovation sponsor at regular intervals to jointly assess progress on the implementation of the Business Case / Corporate Framework, making adjustments and taking corrective measures as required.</li> <li>• Validate the eight-prong vision developed in April 2015, retaining relevant elements and integrating them in the current UNFPA Innovation Business Case.</li> <li>• Make sure that the scope of the Innovation Business Case incorporates coordination mechanisms between the currently fragmented elements of the UNFPA innovation model (i.e. the Innovation Fund, iAccelerators and innovation projects not supported by the Innovation Fund).</li> </ul>	

	<ul style="list-style-type: none"> <li>The theory of change should reflect the main outcomes pursued and should make assumptions in the Business Case explicit. As shown by the formative evaluation, the absence of a theory of change during the first phase of the Innovative Initiative led to different interpretations of the logic of the Initiative and the Innovation Fund. Moreover, making assumptions explicit will enable the 2021 evaluation to examine whether they hold true and the reasons why, generating insights for refining the innovation model.</li> <li>The M&amp;E mechanism for the Initiative should reflect outputs and outcomes in the Business Case. It should include indicators that provide information on the Strategic Plan's innovation indicators. Regional networks should play a key role in collecting data on output and outcome indicators for the Initiative (reflected in the Business Case/ Corporate Framework).</li> <li>Include the replication of the East and Southern Africa innovation network model in other geographical regions as an item in the Business Case / Corporate Framework. Establish a replication task force to start exploring possible pathways to adapt the regional network model and the preconditions that should be in place to start the replication.</li> <li>Include a two-page infographic-based pitch, making the case for investing in innovation in UNFPA. The pitch should emphasize the added value of UNFPA within the innovation ecosystem (for sexual and reproductive health, for population data) based on the organization's comparative advantages.</li> </ul>				
<b>31 Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Accepted				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
Action point title	Action point text	Due date (DD/MM/YYYY)	Lead implementing unit	Lead implementing staff [name]	Additional units involved in implementation (if any)
Innovation Business Case and Inter-divisional Working Group on Innovation	The Business Case has been developed (renamed as Innovation Strategy) and will be presented to the Executive Committee for feedback in September 2017.	31/01/2018	Technical Division	Innovation Specialist	IDWG
	Redraft ToR for IDWG and issue call for nominations	31/01/2018	Technical Division	Innovation Specialist	IDWG
	Develop ToC to guide the next phase of innovation	30/06/2018	Technical Division	Innovation Specialist	IDWG
	Develop results framework for Innovation Strategy	30/06/2018	Technical Division	Innovation Specialist	IDWG
	Convene regional innovation workshops to establish innovation communities of practice (as done by ESARO in 2016 and ASRO in 2017)	30/06/2019	Regional Offices	Relevant Regional Office Innovation Leads Innovation Specialist	IDWG
	Develop two page pitch for resource mobilization	30/04/2018	Resource Mobilization Branch, Division for Communication and Strategic Partnership	Resource Mobilization Specialist Innovation Specialist	Technical Division

<b>Recommendation No. 3</b>	<b>Human resources for innovation</b>	<b>Priority: High</b>
<p><b>Make the critical investments in human resources to ensure a feasible and credible business case for innovation.</b> UNFPA should undertake the minimum critical investments necessary to making the case for innovation credible and feasible for external funding. Two types of investments are required; those involving direct funding and those involving resource allocations but no additional funds. Priorities within the first type include ensuring the minimum human resource capacities at the Innovation Fund Secretariat and ensuring well-resourced regional innovation networks.</p>		

The second type of investment requires investing in one fully dedicated innovation person in each region. Priorities for resources not necessitating additional funding include securing the necessary time allocations for the Innovation Fund Manager function at the Secretariat and identifying innovation champions in country offices (and providing them with adequate time, responsibility allocations and recognition).

**Operational suggestions:** UNFPA should consider the following:

**At the Innovation Fund Secretariat:**

- The human resource base at the Secretariat should aim at including a full-time manager (P5/D1 level); a technical specialist (P4) (already in place); a technical assistant (P3); and an administrative assistant. (This operational suggestion builds on the comparative analysis with other UN agencies and also takes into account current UNFPA expectations on the Innovation Initiative and the Innovation Fund).
- In the event that this level of staffing is not feasible, at least ensure that:
  - o A position for administrative support staff is filled at the Secretariat in order to allow the innovation technical specialist to devote time to substantive innovation related tasks.
  - o The Innovation Fund manager should be able to allocate at least 50 per cent of her or his time to Innovation Fund-related tasks i.e. partnership development and resource mobilization through leveraging the Innovation Fund.

**At regional and country offices:**

- Consider changing the **innovation focal point** designation. Some options would be ‘innovation catalyst’, ‘innovation lead’, and ‘innovation ambassador ’or ‘innovation **champion**’ (the term used from hereon). The terms focal point, at times, has connotations in terms of additional workload, unclear responsibilities and non-required technical specialization.
- Each regional office should have a full-time regional innovation champion. Preferably, people with the ability, knowledge and networking skills to link UNFPA with the innovation ecosystems in the region should fill these positions.
- Establish networks of innovation champions in the regions where there are no networks yet. Regional innovation networks do not necessarily have to rely on an innovation champions in every country. Other approaches such as innovation task teams or innovation task forces around specific issues could also work in regions with staff constraints. Moreover, it would be advisable to set up innovation teams — including the innovation champion — in country offices as opposed to only having innovation champions. This would avoid the adverse effects of turnover in staff and offices directing all innovation responsibilities to one person.
- Establish country office innovation task forces, including staff across technical and operational areas to avoid innovation champions working in isolation and to maximize innovation buy-in.
- Avoid top-down direct appointments when identifying innovation champions. Ideally, the selection process should combine country office senior management considerations with self-selected staff members with the motivation, attitude and determination to fill the role.
- Set up a task force to explore possibilities of replicating the ESA innovation network experience in other geographical regions.

<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Accepted
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Action point title	Action point text	Due date (DD/MM/YYYY)	Lead implementing unit	Lead implementing staff [name]	Additional units involved in implementation (if any)
Recruit staff to the Innovation Fund Secretariat	The need to hire more staff is acknowledged and will be addressed within the context of the current funding situation. As an initial step, we are completing recruitment and onboarding of junior professional officers. This will allow the technical specialist to pay greater attention to more strategic level activities such as partnership development and horizon scanning.	30/06/2018	Technical Division	Innovation Specialist	Division for Human Resources Resource Mobilization Branch
Staffing at regional and country offices	Discussions with regional innovation champions are underway to identify key actions to strengthen their capacity to support innovation within their regions. ESARO represents the most mature model to date, and has linked with other regional offices (e.g., LACRO, ASRO, etc.) to share their experiences and opportunities for nurturing regional networks and embedding innovation within their region. ASRO has already established an innovation community of practice. The young innovation fellowship programme was considered as a possible option to strengthen innovation capacity at regional level. The IDWG will look into detailed issues for guidance to strengthen capacities in regional and country offices.	31/03/2018	Regional Offices	Regional Office Innovation Leads Innovation Specialist	Technical Division

<b>Recommendation No. 4</b>	<b>Repositioning of the Innovation fund</b>	<b>Priority: High</b>
<p><b>Consolidate, redesign and reposition the Innovation Fund.</b> UNFPA should re-think the Innovation Fund’s scope and restructure its operation, adapting it to the forthcoming second phase of the Innovation Initiative. This re-design should respond and align to the five critical decisions presented in Recommendation 1. UNFPA should reposition the Innovation Fund with a view to focusing and rationalizing financial support. The Innovation Fund should evolve from the current internal 360-degrees experimental fund focusing on creativity and on nurturing a culture of innovation, to a selective, co-funding based, leverage-driven mechanism focusing on solutions aimed at solving the core problems UNFPA has decided to innovate for. UNFPA should also prioritize consolidating the results, culminating the first phase sharing lessons and launching the second phase in a communicative and engaging fashion.</p> <p><b>Operational suggestions:</b></p> <ul style="list-style-type: none"> <li>● <b>Close the first phase and launch the second phase using a communicative and engaging manner:</b> <ul style="list-style-type: none"> <li>● Conduct an internal kick-off event launching the next phase of the Innovation Fund. Use the event to convey key messages in terms of what has been achieved and the way forward by announcing the main elements of the innovation Business Case / Corporate Framework.</li> <li>● Capture the most relevant insights of the first phase with a focus on implemented projects (including those discontinued) and share them across the organization by presenting and discussing them in the second phase launch event.</li> <li>● Optimize the currently unused knowledge base generated by the Innovation Fund (Innovation Hub, blogs in My Voices) by making the wealth of data generated by the five rounds of calls for proposals readily and easily available. Use the event to communicate these resources. In addition, re-design and update the external innovation website<sup>3</sup> so that it becomes a showcasing platform as well as a means to communicate to the outside world.</li> <li>● Produce visual, user-friendly materials that explain the functioning of the Innovation Fund (include target users, rationale, governance mechanisms, selection criteria and user journey), making them easily accessible and readily available.</li> </ul> </li> <li>● <b>Move to a selective, co-funding based, leverage-driven approach:</b> <ul style="list-style-type: none"> <li>● Take a selective approach to funding innovation. First, by focusing on innovative solutions aimed at solving the core problems UNFPA has decided to innovate for (priority technical thematic areas). Consider funding innovations in business processes and in culture with existing resources, using the Innovation Fund only as a complementary leverage instrument. Second, by introducing a grading system to innovative solutions when allocating funds; differentiating between those new to the country, those new to the organization and those new to the sector (innovative for the ecosystem).</li> <li>● Move the Innovation Fund to a co-funding mechanism for the <b>transition to scale</b> of supported innovation solutions that have succeeded in the testing/proof of concept phase. A co-funding approach would enhance ownership, commitment and engagement.</li> <li>● Use the Innovation Fund to leverage external funding (at the headquarters and country/regional levels) when testing solutions aimed at solving core problems. The Innovation Fund could be used as a lever to bring into play other relevant actors and to facilitate the UNFPA convening and advocating roles in the innovation ecosystem. This leverage function can also foster partnerships and is better fitted for an ecosystem-driven approach to innovation.</li> </ul> </li> <li>● <b>If UNFPA decides to continue using the Innovation Fund to support additional rounds of early-stage innovations:</b> <ul style="list-style-type: none"> <li>● Ensure that the approach evolves from implementing projects to testing priority solutions — from the ideation to transition to scale. This implies a higher role for management in priority setting, and for innovation networks playing a role in pre-scanning and preparation of pitches. Continue the current evolution towards brief pitches and concept notes and minimize the requirement to submit written project proposals.</li> <li>● Discontinue <b>open</b> calls for proposals. If open calls are still deemed relevant, approach them as calls for <b>solutions</b>. Ensure that calls are communicated well in advance to allow ideation work, environment/horizon scanning (identification) and provision of technical assistance. Ensure that timings allow for proposals that adhere to the design with the user principle. This will increase the likelihood of good quality solution designs. In addition, favour unique partnerships in proposals (e.g. with the private sector or academia).</li> <li>● Use funding caps when allocating seed and early stage funding.</li> </ul> </li> </ul>		

<sup>3</sup> <http://www.unfpa.org/innovation>

	<ul style="list-style-type: none"> <li>Consider putting in place peer-review mechanisms in the implementation of innovation projects in order to validate approaches and increase replicability. This could be done, for example, by assigning an innovation focal point interested in a new approach as a peer-reviewer (external monitor) of an innovation project testing that new approach in another country.</li> <li><b>Diversify Innovation Fund resources beyond direct investments on impact solutions:</b> <ul style="list-style-type: none"> <li>Explore the possibilities of the Innovation Fund operating as an innovation facility, featuring several funding windows e.g. transition to scale, testing of new solutions (if more calls are envisaged), partnerships (leverage funds), M&amp;E for innovation and learning. It would be advisable to keep a share of the Innovation Fund for strategic experimentation, that is, to test the feasibility and appropriateness of new features aiming at developing an innovation model suited to the characteristics of UNFPA e.g. testing of innovation labs approaches (alone or in partnerships); testing innovation challenges involving external stakeholders; supporting accelerator graduated solutions in transitions to scale.</li> </ul> </li> <li><b>Examine the feasibility of establishing a UNFPA innovation lab:</b> <ul style="list-style-type: none"> <li>Although the Innovation Fund could provide initial co-funding, resource mobilization and establishment for a lab could go beyond the Innovation Fund. At the present stage of development of innovation in UNFPA, innovation labs could be appropriate because they offer a protected environment that permits higher levels of risk, minimizing trade-offs and disincentives to innovate. Moreover, a lab could be suitable for UNFPA to test elements of the innovation model. For example, by providing a space with different risk assessment requirements and internal policy frameworks, whereby innovative and unique partnerships could be explored, including partnerships to develop M&amp;E systems adapted to innovation solutions.</li> </ul> </li> </ul>				
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Partially accepted				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>	Please see explanation below				
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
Action point title	Action point text	Due date (DD/MM/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved
Roll out of the second phase using a communicative and engaging manner	A launch of innovation phase II is planned during the Executive Board on 07 September. A glossy advocacy-oriented report documenting the results/achievement of the Innovation Fund 2014-16 (phase I) is currently being sent to print. Work is also underway to update the unfpa.org Innovation webpage to serve as a dynamic platform to showcase UNFPA's innovations.	31/01/2018	Technical Division/UNFPA Innovation Team, IDWG	Innovation Specialist	Media and Communications Branch
Move to a selective, co-funding based, leverage-driven approach	UNFPA has identified successful innovations developed through the Phase 1 open calls for proposals that show potential for continued support in Phase 2. Business units have submitted concept notes for specific projects toward that end. A concept note is being developed to guide the transition from piloting to scaling up innovation projects. Once completed it will guide further work needed to co-financing for and through innovation, as well as departing from using core funding sources solely.	31/03/2018	Technical Division/UNFPA Innovation Team, IDWG	Innovation Specialist	Resource Mobilization Branch
Decide on the use of Innovation Fund to support early-stage innovations	The previous approach of open internal calls for proposals has been ended. An operational planning meeting will be held to chart a new mechanism for allocating resources and sourcing innovations.	31/03/2018	Technical Division/UNFPA Innovation Team, IDWG	Innovation Specialist	Resource Mobilization Branch
Diversify Innovation Fund resources beyond direct investments on impact solutions	On-going. Resources of the Innovation Fund are being used to support innovation through a number of different modalities. However, that will be systematized by the end of 2nd Quarter 2018 following the operational planning meeting recommendations/decisions.	30/06/2018	Technical Division/UNFPA Innovation Team, IDWG	Innovation Specialist	Resource Mobilization Branch
Examine feasibility of establishing a UNFPA innovation lab	Upon internal review of the feasibility, specifically vis a vis financial environment, it was concluded that establishing a physical innovation lab would involve a significant upfront cost. Also, other UN agencies that have established labs, such as UNICEF and UNOPS are now moving away from that approach.	31/01/2018	Technical Division/UNFPA Innovation Team, IDWG	Innovation Specialist	
<b>Recommendation No. 5</b>	<b>Focus to impact solutions</b>		<b>Priority: Medium</b>		
	<p><b>Shift the main focus to impact solutions while continuing work on nurturing a culture of innovation.</b> In order to accelerate demonstrating results, UNFPA should shift the main focus from culture to scalable impact solutions, that is, innovative solutions with a direct impact on the lives of women and young people. This entails using innovation resources to make a difference on final beneficiaries by solving current bottlenecks to expedite change in stagnant areas (e.g. teenage pregnancy, child marriage).</p> <p>UNFPA should continue working on developing a culture that nurtures innovation, but not as the main thrust of the innovation model or by using external resources. UNFPA can utilize existing internal resources to promote a culture of innovation. Moreover, evidence shows that impact solutions stimulate the uptake of innovative approaches, contributing as a result to a culture of innovation. Anchoring innovation in the organization through embedding it the strategic plan and stimulating innovation-friendly policies can also nurture a culture of innovation.</p>				

	<p><b>Operational suggestions:</b></p> <ul style="list-style-type: none"> <li>● Innovation Fund projects and accelerator-based solutions should focus mostly on scalable impact solutions aimed at solving the core problems identified in Recommendation 1. Ideally, allocations of Innovation Fund resources to business process improvements and culture-related activities should be linked to impact solutions.</li> <li>● Introduce environment scanning prior to testing impact solutions in order to avoid unnecessary duplications and to optimize the limited resources for innovation.</li> <li>● Prioritize building the skill set and capacities of innovation champions, given that they play a crucial role in promoting a culture of innovation.</li> <li>● Explore ways to continue work on nurturing a culture of innovation without requiring external funds by leveraging regional innovation networks. The <i>Openmind</i> project and the Innovation Toolkit, both developed by the East and Southern Africa innovation network, provide useful ideas and resources in this area. It is advisable that regional offices, under guidance from the headquarters: <ul style="list-style-type: none"> <li>○ Promote the implementation of the menu of ideas offered by <i>Openmind</i>, which includes a series of trust-building activities to generate spaces to innovate such as walks and talks, learning afternoons, disruptive sessions and innovation corners.</li> <li>○ Encourage the use of the Innovation Toolkit, which offers innovation tools for UNFPA staff to feel confident when taking part in innovation processes.</li> <li>○ Advocate for the use of innovation days, which have proven to be a cost-effective way to generate spaces that nurture innovation attitudes.</li> <li>○ Foster the establishment of innovation task forces in country and regional offices. Task forces would include colleagues who are supportive of innovation from all areas in the office, including the innovation focal points. Task forces would be responsible for collectively introducing and promoting innovation within the office.</li> <li>○ Include an item on innovation in weekly and monthly meetings in country and regional offices to foster discussions on innovation (projects, partnerships), if relevant.</li> <li>○ Conduct an innovation day or similar format prior to annual planning meetings at country offices, so that ideas for testing of solutions or innovative projects can be incorporated into country programmes.</li> <li>○ Regional leadership planning meeting agendas should include a time-slot on innovation.</li> </ul> </li> <li>● The Human Resource Division could make key contributions to the enabling environment for a culture that nurtures innovation. Suggestions for actions include: <ul style="list-style-type: none"> <li>○ Examine the feasibility of incorporating innovation-related elements in recruitment, career management and staff development and learning. In particular, look into possibilities of incorporating innovation in the UNFPA Competency Framework.</li> <li>○ Systematically include innovation as a key competency in interviews and recruitment processes for Resident Representatives.</li> <li>○ Explore ways to promote the inclusion of innovation in the UNFPA Performance Appraisal and Development system for staff development and performance appraisal.</li> <li>○ Examine how to incorporate innovation in the UNFPA Recognition Toolkit.</li> <li>○ Regional network coordinators should play an active role in the actual promotion, implementation and monitoring of some of these suggestions, particularly career management and staff development and learning, the inclusion of innovations in the Performance Appraisal and Development system and advocating for the inclusion of innovation in the Recognition Toolkit.</li> </ul> </li> </ul>
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<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Accepted
<i>If recommendation is partially accepted or rejected, provide reasons:</i>	

*If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued*

Action point title	Action point text	Due date (DD/MM/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved in implementation (if any)
Focus innovation resources on impact solutions	Use 2018 workplans to allocate resources primarily towards development solutions.	31/03/2018	Technical Division	Innovation Specialist with IDWG	Regional Offices
Introduce environment scanning prior to testing impact solutions	Conduct ecosystem scanning of four thematic areas for innovation case (mHealth mapping is already underway).	31/12/2018	Technical Division	Innovation Specialist with IDWG	Regional offices, Programme Division, Human Resources Division
Building skill set and capacities of innovation champions	Develop capacity building initiative for IDWG members, building on innovation toolkit and other resources such as Openmind.	31/12/2018	Division for Human Resources/Learning Branch	DHR Technical Division	Technical Division, ESARO
Explore ways to continue work on nurturing a culture of innovation without requiring external funds by leveraging regional innovation networks.	Conduct review of innovation days, and update approach to strengthen link to core planning and monitoring cycles. Also convene regular meetings with the regional innovation champions to share ideas and feedback on cultivating regional networks.	30/09/2018	Technical Division	Innovation Specialist with IDWG	Regional Offices Programme Division

Create enabling environment for a culture that nurtures innovation	Incorporate innovation in UNFPA competencies framework, PADs and recognition toolkit.	31/03/2019	Division for Human Resources Management	HR Specialist Innovation Specialist	Technical Division
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<b>Recommendation No. 6</b>	<b>Innovation model based on outward-looking approach &amp; partnerships</b>		<b>Priority: High</b>		
	<p><b>Readjust the innovation model towards a more outward-looking approach based on partnerships.</b> UNFPA should re-calibrate the focus of its innovation approach, from the current inward-looking model to a more outward-looking approach based on partnerships with innovation ecosystem actors. In practice, this means incorporating environmental scanning, bringing the views of ecosystem actors into strategic and technical discussions; activating links; and cross-sharing knowledge and experiences with other UNIN agencies in areas of interest (such as M&amp;E systems for innovation, accelerators, labs and innovation fund management). UNFPA should incorporate an innovation ecosystem perspective and seek partnerships and alliances with relevant players in the ecosystem e.g. universities, research institutes and foundations and private firms (including the start-up community). Ultimately, UNFPA should prove its relevance and added value of its role within the innovation ecosystem.</p> <p><b>Operational suggestions:</b></p> <ul style="list-style-type: none"> <li>• Conduct a mapping exercise of the innovation ecosystems UNFPA is inserted in (adolescent sexual reproductive health, mobile health, population data). Include the mapping in the innovation Business Case/Corporate Framework for innovation.</li> <li>• Job descriptions of regional innovation technical specialists (innovation champions) should include an explicit role to link UNFPA with regional innovation ecosystems.</li> <li>• Systematize environmental scanning to ensure that innovation solutions are timely and relevant. Closer links with UNIN and the Innovation Fund Advisory Board would make scanning quicker and less costly.</li> <li>• Activate peer exchanges with other agencies within the UNIN. Peer exchanges could include direct transfer of capacity and cross-fertilization of ideas and practical knowledge (e.g. sharing experiences on innovation fund management and knowledge on implementing acceleration programmes).</li> <li>• Explore the possibilities of joint work with other UN agencies in areas of common interest, such developing an M&amp;E framework suitable for innovation.</li> <li>• Bring the experience of other UNIN agencies into the currently internal debate on using innovation labs. UNHCR, UNICEF and the UN Global Pulse have extensively experimented with labs. UNICEF offers particularly interesting learning points, as it went from a lab-intensive strategy to the current rationalization approach.</li> <li>• Foster the use of mentorship or fellowship programmes with private-sector organizations and UN agencies. Expanding mentorship or fellowship and coaching programmes could have important effects on corporate culture through strengthening staff leadership and risk-taking attitudes.</li> <li>• Establish an Innovation Fund Advisory Board that includes external members (e.g. from academia and the private sector). Ideally, these external members should be experts on innovative approaches in UNFPA mandate areas.</li> <li>• Explore hybrid models for crowd-sourcing innovative ideas. These models could include ideas coming from outside the organization and from internal staff. Prioritize models that imply facilitating and procuring channels for young people to innovate for young people, both as partners and as co-design users.</li> </ul>				
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]		Accepted			
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
Action point title	Action point text	Due date (DD/MM/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved in implementation (if any)
Mapping exercise of the innovation ecosystems	On-going. Scanning of the mHealth for adolescent SRH has already begun. Similar exercises will be undertaken for other thematic priority areas. The comparative study of innovation in the UN system has already mapped out the UN innovation ecosystem.	31/12/2018	Technical Division/ UNFPA Innovation Team	Innovation Specialist with IDWG	
Job descriptions of regional innovation technical specialists (innovation champions)	As an interim measure, update terms of reference for the IDWG and possible PAD outputs for all regional innovation champions.	31/12/2018	Division of Human Resources UNFPA Innovation Team, IDWG	DHR Regional Directors/Deputies with RO Innovation Leads Innovation Specialist	ROs Technical Division

Peer exchanges with other agencies within the UN Innovation Network	Active cooperation and sharing of insights between agencies is already in place and will be continued.	31/12/2018	Technical Division/UNFPA Innovation Team, IDWG	Innovation Specialist	
Joint work with other UN agencies	Discussions are underway with other agencies regarding establishing a common pipeline for innovations focused on areas of mutual thematic interest. These will be continued.	30/06/2019	Technical Division/UNFPA Innovation Team, IDWG	Innovation Specialist	
Mentorship programmes with private-sector organizations and UN agencies	Discussions are underway/were conducted as to how to develop and support mentorship programmes with various entities, including lessons learned from the Youth Innovators Fellows Programme already piloted in the first phase. There is potential for including secondments in the private sector and with other UN agencies and academia as appropriate.	31/03/2018	Division of Human Resources Innovation Unit/Technical Division	DHR Specialist Innovation Specialist	Strategic Partnerships Branch
Innovation Fund Advisory Board	The terms of references (ToRs) already developed. Discussions with senior management and relevant staff are underway to determine the date and agenda items for the first meeting.	30/06/2018	Technical Division Resource Mobilization Branch	Innovation Specialist Resource Mobilization Specialist	
Hybrid models for crowd-sourcing innovative ideas	Crowdsourcing challenge with OpenIDEO (a global design thinking company) is already underway, for which the topic will be adolescents and youth SRH. The UNFPA regional office in Eastern Europe and Central Asia (EECARO) has expressed an interest in learning from and replicating the initiative.	31/12/2018	Technical Division	Innovation Specialist with IDWG	EECARO, OpenIDEO ROs, MCB/RMB

<b>Recommendation No. 7</b>	<b>Anchor innovation in UNFPA's Strategic Plan 2018-2021</b>		<b>Priority: High</b>		
	<p><b>UNFPA should make critical strategic decisions in order to frame the foundations for its corporate approach to innovation.</b> UNFPA should prioritize making a series of strategic decisions in order to set the framework for and bring strategic clarity and focus to its corporate approach to innovation. These critical decisions include determining: (i) the specific areas innovation should prioritize and focus upon; (ii) how innovation should be positioned inside the organization; (iii) how UNFPA wants to position itself within the innovation ecosystem (in the mandate areas); (iv) what forms of innovation (e.g. products, services, processes) UNFPA should focus on (and how); and (v) what stages of innovation (ideation, testing, scale up) UNFPA wants to support (and how).</p> <p><b>Operational suggestions:</b></p> <ul style="list-style-type: none"> <li>When incorporating innovation in the Strategic Plan, it would be advisable to distinguish between the three domains of innovation described in Recommendation 1: impact solutions, business processes and culture (staff mindsets). The UNFPA Strategic Plan could explicitly recognize that innovations in business processes and culture can be driven by existing business units and with existing resources. Incorporating a call for business units to actively explore possibilities in this regard could play an important role in promoting innovation in business processes and could further a culture that nurtures innovation.</li> <li>It would not be advisable to incorporate innovation as a mode of engagement at this time. Innovation is still at an incipient stage and this requirement would exert high pressure on field offices and divisions that are either not ready or do not have the appropriate incentives to innovate. Moreover, innovation cuts across the current modes of engagement in UNFPA.</li> <li>Incorporate the requirement to report on innovation in reporting mechanisms associated to the Strategic Plan. Reporting on innovation should ideally include the three domains — innovations in impact solutions, innovations in business processes and developing a culture that nurtures innovation (staff mindsets).</li> </ul>				
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]		Accepted and implemented			
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
Action point title	Action point text	Due date (DD/MM/YYYY)	Lead implementing unit	Lead implementing staff	Additional units involved in implementation (if any)
To incorporate innovation in the strategic plan, 2018-2021, as: - a business process - a mode of engagement	<ul style="list-style-type: none"> <li>Innovation has been recognized as the critical enabler to perform all four outcomes of the UNFPA Strategic Plan 2018-2021. This has been reflected in the theory of change annex of the strategic plan.</li> </ul>	31/01/2018	Technical Division Programme Division	Innovation Specialist SP Team	

<p>- through reporting mechanisms</p>	<ul style="list-style-type: none"> <li>• Innovation has been integrated to the modes of engagement under the knowledge management and partnership and coordination. In addition the strategic plan commits to promote innovation to improve programming by: (a) creating innovative solutions with partners to address development bottlenecks; (b) scaling up innovations that have proven to be successful; (c) partnering with innovators from the public and private sectors; and (d) institutionalizing a culture of innovation in UNFPA.</li> <li>• UNFPA also encourages to apply innovative approaches in resource mobilization.</li> <li>• Relevant indicators have been included to the results framework to track the organizational readiness towards supporting innovation: OEE 1.13 Proportion of UNFPA offices that pilot or transition to scale innovations</li> </ul>				
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<p><b>Recommendation No. 8</b></p>	<p><b>Feedback exchange mechanism between the Innovation Initiative and relevant UNFPA business units</b></p>	<p><b>Priority: Medium</b></p>
	<p><b>Activate a functional feedback exchange mechanism between the Innovation Initiative and relevant UNFPA business units.</b> UNFPA should establish and activate a feedback exchange mechanism on innovation. This mechanism, which should ideally be endorsed by senior management, should bridge insights on innovation — channelled through the Innovation Initiative — with relevant business units to ensure that policies are innovation friendly and that business units harness the opportunities offered by innovation. This mechanism should generate an ongoing dialogue between the Innovation Initiative and business units in human resources, strategic planning, partnerships, South-South cooperation, resource mobilizations, knowledge management, procurement services, media and communication, and monitoring and evaluation.</p> <p><b>Operational suggestions:</b></p> <ul style="list-style-type: none"> <li>• The exchange mechanism could take the form of <i>ad hoc</i> meetings called by the Secretariat of the Innovation Fund. These meetings could be called after collecting a critical mass of innovation insights (learning) that have implications on business units. Insights could then be discussed in the meetings and appropriate actions agreed upon by the business units. Meetings could take place at regional or headquarters level.</li> <li>• Regional innovation networks and the IDWG could play a key role in this process. The networks should scan, identify and collect the relevant insights; the IDWG could advocate for discussing the insights and taking appropriate actions. <ul style="list-style-type: none"> <li>○ Regional innovation networks could scan, identify and collect relevant innovation insights and issues (e.g. challenges in partnerships, bottlenecks in procurement, opportunities for South-South cooperation or resource mobilization) and bring them to the attention of the regional office first and, through the IDWG, to the headquarters.</li> <li>○ Regional planning and management meetings could include an item in the agenda on innovation challenges and opportunities, prompting a regional office-level dialogue.</li> <li>○ For technical insights, the regional-level exchange mechanism could take the form of working groups or task forces (e.g. discussions between M&amp;E officers and innovation champions on testing M&amp;E tools adapted to innovation projects). The dialogue could then be channelled through the Innovation Fund Secretariat and extended to the Evaluation Office and/or the Results-Based Management team at the headquarters level.</li> <li>○ The IDWG currently follows a three-tier inter-divisional structure (headquarter, regional, country), enabling it to play a role linking insights to the respective areas at all levels or the organization. It is important that the IDWG is given the mandate to push this through and that IDWG members across the three tiers take the advocating role, making the case to debate and discuss challenges and opportunities, ultimately ensuring that innovation benefits from an appropriate enabling environment across the organization.</li> </ul> </li> <li>• Irrespective of the mechanism UNFPA chooses to facilitate this dialogue, South-South Cooperation exchanges should start as soon as possible. The transition to scale of the solutions tested to date is linked to national partners adopting these solutions by integrating them into their systems, replicating them, sustaining them or expanding them to other countries in the region. This setting makes dialogue between innovation and South-South teams of the essence at the country, regional and headquarters levels.</li> <li>• Exchanges with the Knowledge Management Unit should start as soon as possible in order to establish formal coordination between the Innovation Fund and the Knowledge Management Unit at headquarters, to link the good practice competition and knowledge management databases with the Innovation Fund, and to explore the links between insights from implementing innovation solutions and knowledge products (including how to utilize knowledge that comes from innovation insights).</li> </ul>	

	<ul style="list-style-type: none"> <li>The Strategic Partnerships Branch is an important partner in this exchange mechanism. The Innovation Initiative and the Strategic Partnerships Branch should develop a protocol to support the practical implications of working on innovation i.e. identification of suitable private-sector partners (once core problems to be targeted by innovation have been set); negotiation of partnerships; and adapt mechanisms that comply with due diligence while fostering innovation.</li> </ul>				
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	Accepted				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
<b>Action point title</b>	<b>Action point text</b>	<b>Due date (DD/MM/YYYY)</b>	<b>Lead implementing unit</b>	<b>Lead implementing staff</b>	<b>Additional units involved in implementation (if any)</b>
Reform IDWG to function as an exchange mechanism	The exchange mechanism could take the form of <i>ad hoc</i> meetings called by the Innovation Secretariat. These meetings could be called after collecting a critical mass of innovation insights (learning) that have implications on business units. Insights could then be discussed in the meetings and appropriate actions agreed upon by the business units.	31/03/2018	Technical Division	Innovation Specialist with IDWG	Regional Offices, Programme Division, Division for Communication and Strategic Partnerships
Establish regional innovation networks	Regional innovation networks and the IDWG could play a key role in this process. The networks should scan, identify and collect the relevant insights; the IDWG could advocate for discussing the insights and taking appropriate actions. A network is already in place and functioning in ESARO and one has been launched in ASRO.	31/12/2018	Regional Offices	RO Innovation Leads Innovation Specialist	Innovation Unit/Technical Division, Programme Division
Establish an ongoing dialogue between the Innovation Initiative and business units in human resources, strategic planning, partnerships, South-South cooperation, etc.	The cooperation with the South-South and Triangular Cooperation initiatives to enable exchanges should start as soon as possible with UNFPA acting as a convener. The transition to scale of the solutions tested to date is linked to national partners adopting these solutions by integrating them into their systems, replicating them, sustaining them or expanding them to other countries in the region, upon their interest and availability. This setting makes dialogue between innovation and South-South focal points country offices of the essence at the country, regional and headquarters levels.	31/03/2018	South-South and Triangular Cooperation (SSTC)	South-South Lead	Innovation Unit/Technical Division, Division for Communication and Strategic Partnerships,
To cooperate with Knowledge Management Unit	To exchange with Knowledge Management Unit at SKIMB, to establish a formal coordination between the Innovation Secretariat and the Knowledge Management Unit at headquarters, to link the good practice competition and knowledge management databases with the Innovation Fund, and to explore the links between insights from implementing innovation solutions and knowledge products (including how to utilize knowledge that comes from innovation insights).	30/09/2018	Strategic Information and Knowledge Management Branch	Knowledge Management Advisor	Innovation Unit/Technical Division, Division for Communication and Strategic Partnerships
Develop an implementation protocol, including a mechanism to evaluate progress and impact of engaging the private sector within the Innovation Initiative.	The Innovation Initiative and the Strategic Partnerships Branch will discuss lessons learned so far to inform the proposed protocol and the practical implications of working on innovation i.e. identification of suitable private-sector partners (once core problems to be targeted by innovation have been set); negotiation of partnerships; and adapt mechanisms that comply with due diligence while fostering innovation.	30/06/2018	Strategic Partnership Branch, Division for Communication and Strategic Partnerships,	Strategic Partnership Specialist	Innovation Unit/Technical Division, Evaluation Office

<b>Recommendation No. 9</b>	<b>Learning-for-impact framework</b>		<b>Priority: Medium</b>		
<p><b>Develop a learning-for-impact framework.</b> UNFPA should develop a simple frame that turns organizational learning into solutions that have an impact on the lives of women and young people. This frame should have at least three elements: innovation-specific M&amp;E systems, functioning knowledge sharing mechanisms and a scaling-up framework for successfully tested impact solutions.</p> <p><b>Operational suggestions:</b></p> <ul style="list-style-type: none"> <li>• UNFPA should start working on the development of an innovation-specific M&amp;E system for impact solutions. This system should include real-time monitoring on outcomes and should capture lessons learned from unexpected outputs and outcomes.</li> <li>• To incorporate real-time outcome monitoring in implementing innovative solutions, options for real-time data collection an analysis should be explored: <ul style="list-style-type: none"> <li>○ Partner with UNIN agencies with experience in real-time monitoring to explore approaches that could be adapted and incorporated into the UNFPA innovation model.</li> <li>○ Explore the potential offered by lean data methodologies for impact measurement, as they offer affordable and meaningful ways to collect and analyse outcome data.</li> <li>○ Examine the possibility of starting a pilot project to test innovation-specific M&amp;E systems.</li> </ul> </li> <li>• To capture lessons from unexpected outputs and outcomes, explore outcome mapping techniques such as outcome journals, user journeys and Behavioural Communication Change Processes to identify indicators and proxies of change.</li> <li>• Whenever new impact solutions are tested, budgets should include allocations to develop M&amp;E systems that are outcome-based and fed by real-time data.</li> <li>• Accelerators should develop appropriate M&amp;E systems for innovation. These systems should be linked to the M&amp;E systems of the impact solutions they accelerate and to the M&amp;E framework of the Innovation Initiative.</li> <li>• Activate results-sharing and learning mechanisms around innovation solutions. The comparative analysis with other UN agencies reveals that when tangible results from innovation are displayed and communicated across the organization, they inspire and trigger openness to innovation and stimulate the uptake of innovation approaches. A culture of demonstrating innovation results nurtures a culture of innovation. Some suggestions are: <ul style="list-style-type: none"> <li>○ Expand the scope of the Innovation Talk Series from informational sessions to practical discussions on testing, replication and scaling up. Share insights and learning by incorporating question and answer sessions and practical debates on aspects of particular interest, such as how to engage in partnerships with the private sector, challenges and successes when collecting data on outcomes, projects with unexpected results and solutions that were discontinued.</li> <li>○ Activate simple mechanisms allowing ‘work out loud’ approaches, such as blogs on innovation to showcase experiences and reflections or online platforms that enable innovation-related questions and answers. This could prompt discussions around practical issues and encourage the development of a community of practice on innovation, ideally within and between regions. This could also bring incentives through recognition, boosting motivation.</li> <li>○ Move from failure reports to insight briefs (learning reports). These reports should specify the assumptions that were being tested with the pilot / proof of concept and what insights accrued from the testing.</li> </ul> </li> <li>• Develop a scaling up framework for successful innovative solutions, adjusted to UNFPA needs and characteristics. This framework should include a description of the scaling-up phases, including a transition-to-scale phase for completed projects funded by the Innovation Fund that have successfully implemented a proof of concept but still require iterations and further refinements in order to ensure that the solution is ready for scale. The scaling up framework should also include specifications on scalability criteria (e.g. through a scalability assessment tool).</li> </ul>					
<b>Management Response to Recommendation acceptance status</b>		Accepted			
[Accepted/Partially Accepted/Rejected]					
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit	Lead implementing staff [name]	Additional units involved in implementation (if any)
Development of an innovation-specific M&E system for impact solutions	Develop concept note on real-time and lean data approaches to innovation, with follow up plan.	30/09/2018	Technical Division	Innovation Specialist with IDWG	PDB/Technical Division, Regional Offices, Programme Division
	Explore modalities to incorporate real-time outcome monitoring in implementing innovative solutions and pilot test real-time monitoring approaches in innovation projects.	31/12/2019	Technical Division	Innovation Specialist with IDWG	PDB/Technical Division, Regional Offices, Programme Division

	Capture lessons from unexpected outputs and outcome.	31/12/2019	Technical Division	Innovation Specialist with IDWG	IDWG, Regional Offices, Programme Division
	Activate results-sharing and learning mechanisms around innovation solutions.	31/12/2018	Technical Division	Innovation Specialist with IDWG	IDWG, Regional Offices, Programme Division
	Develop a scaling up framework for successful innovative solutions, adjusted to UNFPA needs and characteristics.	31/12/2018	Technical Division	Innovation Specialist with IDWG	IDWG, Regional Offices, Programme Division

*[Use the template above for each additional recommendation]*