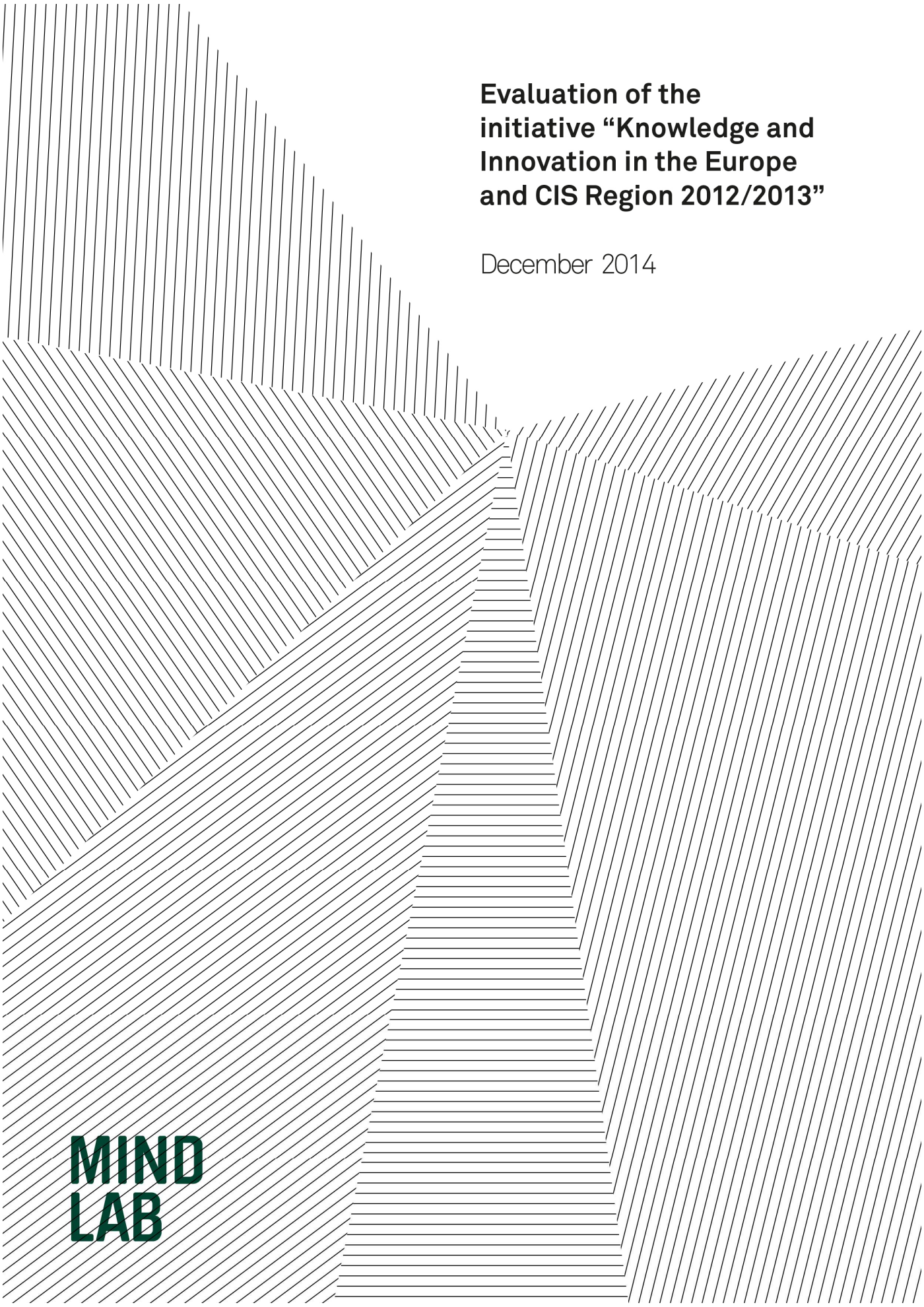
Evaluation of the initiative “Knowledge and Innovation in the Europe and CIS Region 2012/2013”

December 2014



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1. Executive summary

The **Regional Service Center for Europe and the CIS** has commissioned MindLab the evaluation of the initiative "Knowledge and Innovation in the Europe and CIS Region 2012/2013". This report represents a thematic evaluation of the innovation activities undertaken by the Regional Service Center for Europe and the CIS and led by its Knowledge and the Innovation in 2011-2013. Based on an evaluation of the impact of the under-taken innovation-related work and in line with the questions set out in Terms of References of the evaluation MindLab is furthermore commissioned to provide forward-pointing recommendations on two specific questions:

- What the future support of the Knowledge and Innovation team at the Regional Center ought to look like
- What monitoring and evaluation mechanism specifically designed for innovation-related work could look like.

The Terms of Reference is annex 1.

The Knowledge and Innovation team was set up in the Regional Center for Europe and the CIS in 2010 (expanding on what was previously Knowledge Management team) in an effort to explore different ways of doing development. The K&I practice leader was contracted in 2011 as a part of the Bureau for Development of Policy (BDP) to lead the new team and develop a program framework under which its future initiatives would be implemented. Subsequently, and with the support of Headquarters (HQ), the K&I initiative consisted of a range of activities meant to build innovation capacity in the region. In the Country Offices that have taken up the approaches suggested via the K&I Initiative there is an experienced change towards a new internal culture based on experimentation towards new solutions. This has entailed new sharing processes via social media focusing on better results and the development of new expertise on innovation in public and social contexts. New projects, the development of new services and new partnerships providing extended knowledge and new funding to the UNDP Country Offices that were early adopters are some of the most remarkable results archived by the K&I Initiative. The impact of the innovation-related work has not been equally high through-out the region with some countries being further ahead on taking up the approaches. At the same time, some countries outside the region are taking up approaches derived from the initiative and there is clearly a spill-over effect to other countries and regions. These spill-overs are still small scale, but potentially important to build on.

Our recommendations take departure in the Eurasian region as a prototype for how the region itself but also the wider UNDP can work strategically and systematically with innovation. We suggest that future support from the regional office is given at multiple levels, depending on the maturity of each Country Office. If the UNDP wishes to scale the initiative to other regions, the same consideration should apply.

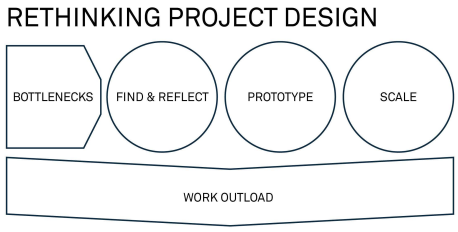
One important factor in the successes achieved has been the entrepreneurial, proactive and hands-on type of the K&I Team's engagement. This factor should be taken seriously into account in continuation of this type of support and in potential scaling. The Country Office's Os' self-initiated nature of participation has meant that the initiative has received considerable impact where the local management has supported experimentation and employees who have found it meaningful to engage. It is worth considering how formalized possible steps to scale the initiative should be. It will be necessary to strike a balance between reaching all countries while capturing the energy of personal commitment. Our suggestion is to build in clear incentives for both management and staff to engage with innovation activities in an effort to move from experimentation to mainstreaming and having innovation clearly integrated in day to day programming.

Specifically it is proposed by MindLab that there is a continued focused effort to educate experts within

specific new approaches in order to build up a larger and less vulnerable group of resource-persons regionally. The work that has already been done on having Country Officers engaging in specific assignments like arranging and running regional R&D events on different global trends and subsequently becoming a resource person on that topic has shown to be a good way of building up capacity (this has led to the 20% sharing scheme where the resource person becomes a part-time member of K&I team). It should however be noted that the work-load for the involved has increased and that a more formalized structure should be considered. Also if the group is not expanded there is a risk that it is too vulnerable. If there is a corporate wish to scale the regional initiative to a global range it is furthermore suggested that Headquarter plays a facilitating role.

As the type of project-work carried out under the K&I Initiative differs significantly from the traditional approach in the UNDP, there are two long-term scenarios to consider. One scenario is that the two approaches co-exist, in which case there should still be allocated special funds to innovation projects. Another and perhaps more long-term scenario is that the UNDP decides to pivot to the more innovative approach and ultimately places a strong focus on systematic experimentation and prototyping. In the latter scenario special funds are redundant. Another systemic point is that external partnerships should be further enabled in corporate procedures.

As the approaches promoted by the K&I Team have been quite alternative to the more traditional way of working in the UNDP disruptive a step-by-step approach to scaling is recommended. This entails that the wider organization incrementally familiarizes itself with the new approaches and gains knowledge, expertise and confidence in thinking and doing projects within the innovation framework developed by the K&I team:



[1]

Figure 1: Rethinking Project Design

Furthermore a potential framework for how the UNDP can evaluate concrete innovation activities is suggested; specifically with focus on how to build a baseline on early prototypes.

The interviews for the evaluation have been carried out in the period between 2nd - 14rdof May 2014. The key findings based on the insights obtained and subsequent analysis fall into four distinct categories:

- Key Achievements
- Key factors of success
- Key recommendations
- Lessons for corporate UNDP

[1] The UNDP innovation framework

1.1 Key Achievements

- In the organizational context the work of the Knowledge and Innovation team at the RBEC Regional Center has contributed to a change in organizational culture based on experimentation toward new solutions. This change is evident on a number of levels including institutional (the new Strategic Plan puts forward innovation as a tool for better risk management (outcome 7.6)[2]; design of an innovation framework that has been endorsed corporately; design of a first corporate Innovation Curricula for UNDP staff, initiation of the amendment of the corporate rules on procurement to facilitate use of challenge prizes as a standard business procedure.[3]

- The innovation-related work has led to design of a new generation of services that Country Offices can provide to their national partners. These comprise a mix of non-technological and technology-driven approaches and methods for citizen engagement and more effective policy design. The new generation of services includes (but is not limited to as these are merely examples): design thinking and behavioral science for policy making; social innovation labs as an alternative, citizen-driven mechanism for programming; use of gaming for addressing youth unemployment, sustainable farming, peace and reconciliation; crowdsourcing for addressing a host of development issues from combating informal economy to managing disasters, monitoring provision of public services and corruption; use of challenge prizes; big data analysis for political risk management and disaster risk reduction.[4]

- Some Country Officers stress that the K&I activities have strengthened the UNDP's brand at a time where the presence of many donors were decreasing. As a consequence the UNDP has become better able to differentiate itself from other actors in the market. This has not only happened through a higher ability to attract the needed funding and new partnerships, but because of a strengthened image.

- The innovation-related work has led to establishment of new partnerships, bringing external insight, perspective and expertise to the organization and its clients. The new partnerships resulted in co-designing new services and directly impacting programming within Country Offices. Some of the partners include Nesta, FutureGov, Edgeryders, Build Up, University of Arizona Engineering School, Cognitive Edge, Institute for the Future, UK Government Behavioral Insights team, MIT ClimateCoLab, Stanford Peace Lab.

- The innovation-related work has led to new funding and resource mobilization to the organization. The previous two achievements (new generation of services and new partnerships) have helped position and differentiate the early adopters among the UNDP COs across the region as an organization capable of generating citizen-driven solutions. Some of the newly mobilized projects include but are not limited to a new European Commission Cross-Border Cooperation project between Montenegro and Croatia on using digital tools for tourism promotion; support from the Swiss government for anti-corruption work in Kosovo (referred to in the context of UN Security Council Resolution 1244 (1999)); [5] support from the UK Government for design and use of BeResponsible mobile app in Montenegro for combating informal economy; Inter-news support for a mobile app aimed at citizens' monitoring of public service provision in Ukraine.

[2] UNDP Changing with the World. UNDP Strategic Plan: 2014-17, undated d

[3] Keller, Cari; UNDP in Europe and Central Asia: Innovation training in 8 weeks, 2 regions, 5 countries, 100+ staff (A final UNDP/NESTA report), 2014

[4] UNDP in Europe and Central Asia, undated a

[5] Radojevic, Milica Begovic: UNDP in Europe and Central Asia, Innovation as a vehicle for new business development? 2013

- The innovation-related work has led to the rise of internal skills and capacities to design and implement the new generation of services, allowing the organization to sustainably grow and rely its internal capacities for design and implementation of new services.

1.2 Key factors of success

- Country Offices that have benefited the most from the innovation-related work have done so based on their self-initiative, willingness and interest to experiment with and take up new methods and approaches. Specifically in these Country Offices, the efforts were strongly supported by the management.
- Entrepreneurial type of engagement of the K&I team, the experienced informal and non-bureaucratic way that support was provided to the Country Offices.
- Use of social media as an enabler for a more effective horizon scanning, market intelligence, identification of new partners, profiling of UNDP experts.
- The Innovation Fund has functioned as an effective paver for the legitimacy of innovation projects as funding in general is perceived as seal of approval within the UNDP. And the Innovation Fund was the first mechanism within UNDP to incentivize prototyping.

1.3 Key recommendations: Ways forward

- It is crucial to keep momentum to maintain and strengthen an authorizing environment by offering incentives to keep innovative resources in the organization.
- Ensure continued and differentiated support from the Regional Centre to Country Offices, taking into account the different levels of innovation maturity in the countries. To support "new" countries it is suggested to offer a start-up-package consisting of personal presentation and portfolio screening, an innovation tool-kit and in relevant cases for instance study visits to COs that already have experience in using alternative approaches.
- Continuation of extended use of social media to support the community
- Continuation of the up-build of the regions internal expertise by matching people and challenges with internal and external experience and expertise (including continuing, scaling and formalizing of the 20% scheme).
- If scaling to a corporate level Headquarters should take on a facilitating role that holds the overview of skills and experiences in the different regions and put this knowledge into active use as match-maker between countries and regions.
- Incentives to use innovative approaches should be formalized corporately by;
    - Developing the criteria for promotion/recruitment of managers
    - Peer-to-peer coaching at management level
    - Considering a yearly innovation contest
    - Offering high-level training opportunities to new-thinkers
    - Training managers on how to support and develop innovative organizations
- A measurement and evaluation system should be put in place by;
    - Analyzing how the comprehensive, strategic approach to performance measurement and learning that exists on a level of the organization and is tied to the annual budgetary and management cycle of the Regional Centre could be more effectively used (or tweaked) to incentivize experimentation and prototyping as the means for obtaining data and measuring performance.

    - Providing a framework with tools for evaluating and learning from projects at local level leaving room for experimentation and prototyping also when it comes to measurement.
    - Establishing a systematic questionnaire-based assessment to inform the regional level of the K&I initiative.

- The K&I approach should be considered scaled up corporately with the above adjustments and taking into account the local cultures in the diverse regions and long-term become the new UNDP standard.

1.4 Potential application of lessons from RBEC innovation experience for corporate UNDP

- Through the work of the K&I team at the RBEC Regional Center, **the RBEC has become what could be perceived as a prototype for a corporate innovation lab.** A number of new approaches, methods, and services were initially tested and incubated in RBEC to subsequently it has started spreading to other regions.

- The innovation-related work has **impacted corporate culture vis-à-vis programming**.

- The RBEC's approach to innovation, endorsed globally in the first corporate, global innovation meeting that produced the Budva Declaration,[6] has formed a model for the UNDP-wide Open Innovation Project [7] and a basis for designing the first Innovation Curricula [8] for its staff (the curricula is solely modeled on the different components of the RBEC innovation framework).

[6] The Budva Declaration, 2013

[7] Hodge, George, Jana Pangracova, Justyna Krol; UNDP in Europe and Central Asia: Applying design principles to public policy – oh how we failed!, 2013; UNDP Innovation Facility, UNDP undated c

[8]Keller, Cari; UNDP in Europe and Central Asia: Innovation training in 8 weeks, 2 regions, 5 countries, 100+ staff (A final UNDP/NESTA report), 2014

2. Introduction

The present document is an evaluation of the initiative "Knowledge and Innovation in the Europe and CIS Region 2012/2013," led by the Regional Service Center for Europe and the CIS and its Knowledge and Innovation team. The evaluation has been conducted by MindLab, a cross-governmental innovation lab based in Copenhagen, Denmark.

The purpose of the evaluation is to document the key learnings from the Knowledge & Innovation Initiative (K&I) and inform a new regional project and thinking on innovation. Additionally, the evaluation could inform corporate thinking on how to better design and provide innovation-related services to fulfill the aim in the UNDP 2014-17 corporate strategy to become a more innovative organization.

This introduction briefly describes the background and aims of the K&I and presents the overall objectives and evaluation questions. Finally, we present the structure of this report.

2.1. Background and aims

The Knowledge and Innovation team was set up in the Regional Service Center for Europe and the CIS in 2010 (expanding on what was previously the Knowledge Management team) in an effort to explore different ways of doing development. The K&I practice leader was contracted in 2011 as a part of the Bureau for Development of Policy (BDP) to lead the new team and develop a program framework under which its future initiatives would be implemented. Subsequently, and with the support of HQ, the K&I initiatives consisted of a range of activities meant to build innovation capacity in the region. The stated aim was to build up capacity within this field in the region and support the corporate goal to become a solution oriented and knowledge based organization. The project was designed as an umbrella of initiatives implemented in the period and aimed to:

- Build distributed knowledge and innovation capacity in the regional center and across the region
- Establish an "innovation hub" and rapid prototyping capacity
- Position the UNDP and its experts as thought leaders in the dialogue on key sustainable development issues in the region.

The main beneficiaries were the Bratislava Regional Center (BRC) and the staff in the UNDP Country Offices in the region [9] and secondarily the regional and local partners. The aims were to be achieved from a baseline of no prior innovation-related initiatives either regionally or on corporate level. The approach was to generate experience in the field by trying out the new approaches and to draw upon knowledge and expertise outside the organization.

The span of activities carried out within the framework of the K&I Initiative fall in the following dimensions of support:

- Increasing capacity for identifying entry points for innovation, designing and implementing prototypes, in some cases providing seed funding for experimental ways of addressing long standing is-

[9] The region consists of the following three sub-regions: Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan), South Caucasus and Western CIS (Armenia, Azerbaijan, Georgia/Belarus, Moldova, Russian Federation, Ukraine) and the Western Balkans (Albania, Bosnia and Herzegovina, Croatia, Kosovo (referred to in the context of UN Security Council Resolution 1244 (1999)), Montenegro, Serbia, the Former Yugoslav Republic of Macedonia, Turkey): UNDP in Europe and Central Asia, undated b

sues/development problems that are clearly embedded in the ongoing Country Office programming (where provided from the K&I team's budget, the funding was allocated on cost sharing basis).
- Online/digital communications support as a way to gather market intelligence, do horizon scanning, identify new partners, obtain feedback, profile expertise and work of UNDP
- Matchmaking
- Training
- R&D events
- Entrepreneurial, proactive and hands-on type of contact and engagement with the Country Offices' teams

Participation in the various dimensions of support and corresponding activities by Country Offices was voluntary/self-initiated.

2.2. Objectives

The present evaluation is concerned with addressing three overall objectives, and a set of four key evaluation questions. Additionally, it is concerned with how to meaningfully measure -innovation activities.
As stated in MindLab's response to the Request for Proposal (RfP)[10], we understand the overall objectives of this evaluation as:

- To identify the most valuable learnings from the knowledge and innovation initiatives taken by the Bratislava Regional Center 2012-2013
- To define the next steps of support and promotion of innovation in the region
- To further inform corporate thinking of innovation along the lines of the UNDP Strategic Plan 2014-17

We interpret these purposes as an intent to focus strongly on the strategic learning component of the Knowledge and Innovation Initiative: Which important insights and lessons have key stakeholders taken away from the wide portfolio of activities, and what are the mid- to long term implications for not just innovation support and promotion in the region, but also within the framework of the UNDP Strategic Plan? The approaches used by the Bratislava Regional Center are in many ways novel in a UNDP context and indeed, in a broader international development context, and could hold important lessons for future efforts at scale.

The first objective – what are the most valuable learnings – relates to the key question of which results have been generated by the K&I Initiative, and thereby what are the central evaluation questions. These questions are presented in the section below and also form the backbone of this report.

The second and third objectives – next steps of support and promotion of evaluation in the region as well as lessons for innovation within the next UNDP Strategic Plan – are focused on conclusions and recommendations, and are thus presented in the final chapter of the report.

2.3. Evaluation questions

Based on the RfP, MindLab sees four evaluation questions as central, essentially constituting a theory of change for the K&I Initiative. The first questions are drawn directly from the RfP's proposed questions[11]. They have however been reorganized in terms of sequence, and the questions of funds and partnerships have been combined. The evaluation questions suggesting what the results of the various activities were ex-

[10] UNDP RBEC Bratislava Regional Centre, 2014
[11] UNDP BREC Bratislava Regional Centre, 2014

pected to be.

- How has the K&I Initiative contributed to developing new internal expertise?
- Has the K&I Initiative led to the establishment of new funds & partnerships?
- Has the K&I Initiative resulted in the design of new services and products?
- To what extent has the K&I Initiative had an impact on corporate/global culture, rules and procedures?

The figure below illustrates our understanding of the initial theory of change of the K&I Initiative.

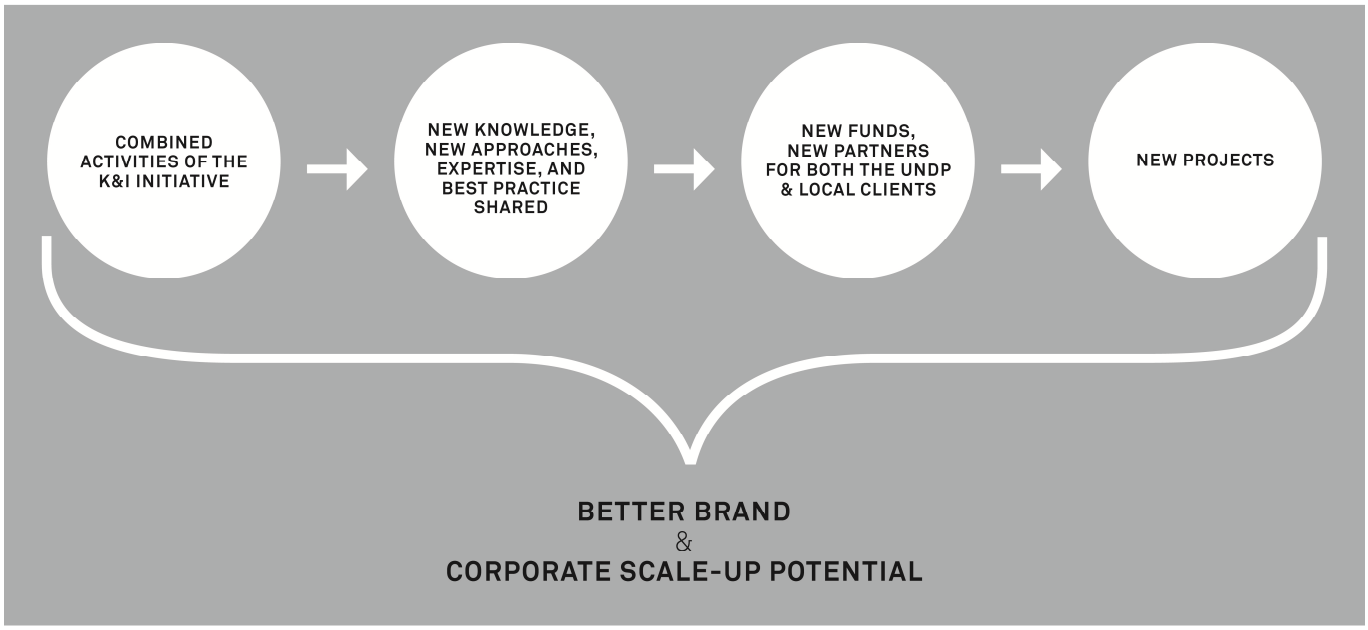


Figure 2: Theory of Change on K&I in the Eurasian Region

The role of the evaluation questions in our analysis is thus to act as a canvas against which to systematically map our findings, and also to assess the extent to which particular dimensions of support from the K&I Team to the Country Offices proved to be critical in achieving results. In addition to the four core evaluation questions, we also address the issue of what kind of framework would be suitable to ensure the collection of sound evidence about the performance of innovation-oriented activities.

2.4. Structure of the evaluation

Chapter 3 presents our methodology, which builds on the understanding of the objectives and evaluation questions laid out above.

Chapter 4 provides a brief overview of the main dimensions of support and the range of activities carried out by the K&I Initiative in 2012-2013.

Chapters 5, 6, 7 and 8 contain our analysis and interpretation of evidence concerning the four core evaluation questions: The development of internal expertise, the establishment of new funds and partnerships, the design of new services and products, and the degree of impact on corporate/global culture, rules and procedures.

Chapter 9 proposes an overall framework (prototype) for the measurement of innovation -activities in public

and social settings, proposes an approach that could be taken by future K&I Initiatives, and discusses some of the related challenges and pitfalls.

Finally, chapter 10 contains our main conclusions and a set of recommendations of relevance both for the K&I Initiative going forward and for the broader UNDP corporate thinking and -strategies for innovation.

3. Methodology

This chapter presents MindLab's methodological approach to the evaluation. It provides our underlying considerations and describes the tools and methods used to collect, analyze and synthesize relevant data concerning the K&I Initiative.

3.1. Methodological considerations

Given the explorative and very practical nature of the K&I Initiative, MindLab's assessment has been that the evaluation should be similarly hands-on and highly operational while ensuring that forward-looking strategic lessons can be extracted from the data material. This is reflected in MindLab's response to the RfP, where we suggested that a -qualitative methodological approach is applied.

A key challenge with analyzing or evaluating innovation is that most people – including public managers and staff – have only relatively vague ideas about what the term means. Innovation in the public and social sectors is very much an emerging phenomenon, and there is not yet fully a common professional language or understanding of its key terms, processes, outputs and value. This has for instance been the clear experience from the European Commission's attempts to measure public sector innovation via its survey-based Scoreboard exercises. Similarly, the OECDs Observatory for Public Sector Innovation has had difficulty using -quantitative survey approaches for generating a valid overview of innovation activities at country level. Respondents tend to answer in the abstract, and where survey categories are used there are often suspiciously uniform and high activity levels as compared with the expected. At MindLab, when we have assessed innovation dynamics and outcomes for our own organization and stakeholders, we have therefore taken a more qualitative, in-depth approach, which shifts attention to specific activities and experiences by key people, rather than assessing each and every activity. A qualitative and process-oriented approach allows for more richness of detail, uncovers -potentially surprising causal links, and helps decision-makers understand why certain decisions and actions were successful or unsuccessful. The take-aways and learnings from the people involved are often valuable stepping-stones for the future.

It could be added that since the K&I Initiative was new to the region as well as to the UNDP as a whole, the considerations here are the more significant.

The qualitative approach is additionally useful in this evaluation as so many initiatives are taken that it would require a disproportionate amount of resources to assess them all through a more traditional quantitative approach. Our main objective in evaluating the present project has therefore been to capture specific strategic insights and lessons to inform future decisions and activities.

3.2. Data collection activities

Following the considerations above it has been natural to build the backbone of the evaluation on qualitative personal interviews with carefully selected stakeholders. The approach is both deductive and inductive: We have systematized the data collection and reporting around the key evaluation questions, while at the same time main categories and insights are built from empirically grounded data. This approach does not allow for statistical generalization, as it is not representative in those terms, but it does allow for analytical generalization, implying that the findings are a valid basis for drawing conclusions. Additionally, we have emphasized an engaging process, using a workshop format, designed to involve the stakeholders themselves in -interpreting what generic points can be condensed from the specific experiences of the people that have been involved in the K&I Initiative. This will not least serve to validate and strengthen the evalua-

tion's recommendations. The workshop will be carried out in November 2014, building on the present report.

In the following we describe the key data collection activities.

3.2.1. Desk-research

A desk research was carried out in order to analyze the project documents, the blogs on "Voices from Eurasia", [12]case descriptions and other central material on Teamwork and the UNDP Strategic Plan 2014-17.

The desk research was complicated by lack of a current overview of all initiatives taken in the project period and the liquid boundaries between what can be related directly to the project and what can be seen as spill-over initiatives. The main document to lean on has been a blog post written in August 2013 by Guilio Quaggiotto, *Innovation at RBEC – 60 projects later, time for some reflections*.[13]

The explorative, emergent nature of the project and the way it has been documented has raised a need for an additional iteration and the written material was therefore revisited after our round of interviews in order to chart which initiatives were mentioned by respondents and which were not.
See bibliography of supporting documents reviewed.
See chapter 4 below for an overview of the main dimensions of support and the corresponding activities.

3.2.2. Interviews

MindLab's approach to the fieldwork has been to conduct one-to-one personal interviews with respondents who have been involved in key roles in the K&I activities. The interviews have all been conducted through Skype, recorded and transcribed.

3.2.3. Respondents

Given that the main beneficiaries of the Knowledge and Innovation Initiatives were intended to be Country Offices, this has also been the largest group of respondents. Within this group there are both people who had participated in the K&I activities and people who had not. Respondents are from both management and officer levels.

The interviews have been carried out to uncover whether or not the K&I Initiative has succeeded in addressing the four evaluation questions presented in the previous chapter. A Headquarter perspective was needed to inform especially in what ways the K&I Initiative has impacted corporate/global culture, rules and procedures. To investigate if local clients assess an added value from projects that sprung from the K&I Initiative it was important that a group of clients were interviewed as well.

The respondents thus belong to four categories:

- K&I staff from the regional office
- Staff from Country Offices, some of them also a part of the K&I Team through the 20% - arrangement, one of them a member of the regional project board and one senior manager from a CO that is a part of another region
- Local clients who have been part of projects flowing from the K&I Initiatives
- Two Headquarter-respondents, one is global team member and a client of K&I team, one who is from Bureau for Development Policy, Knowledge, Innovation and Capacity Group.

[12] UNDP in Europe and Central Asia, undated a
[13] Quaggiotto, UNDP in Europe and Central Asia, 2013

3.2.4. Ethical considerations

The respondents are quoted throughout the report in order to give a direct sense of the -experiences and learnings involved. Quotes are however anonymized and it is only indicated to which of the above categories they belong. This is a methodological decision which is significant for the quality of the interviews. The assessment is that it is less important to know who is being quoted and more important that people can honestly contribute.

See annex B for a full anonymized list of respondents.

3.2.5. Interview guide

The interviews were framed according to semi-structured interview guides, fitted for the respondent-categories. To obtain as rich material as possible it was important to cover a range of different perspectives on the K&I Initiative. Respondents were therefore chosen in close cooperation with the UNDP from commonly agreed criteria. The emphasis has been on striking a balance between breadth and depth – covering a substantial scope of initiatives while capturing detail and multiple experiences for the core activities.

The questions were structured under the following headlines:

- Background questions
- Experienced value of the K&I Initiatives (with local clients the projects they were part of)
- Specific new services, products, knowledge, partnerships and funds due to the project
- Motivation and incentives to work or not work with the K&I Team (with local clients the UNDP)
- Views on and experience of concrete support processes
- Barriers and challenges experienced
- Accessibility of support from the K&I Team
- Recommendations and other remarks

3.2.6. Analysis

All in all 14 personal interviews have been conducted with respondents and key stakeholders and used as the basis for qualitative analysis in the form of pattern recognition. When carrying out pattern recognition, clusters of similar findings are carefully collated by the MindLab -evaluation team and organized into main categories, or insights. The insights are used as a heuristic for the preliminary analysis; in other words, insights provide direction and focus. This document thus represents the preliminary analysis and the potential recommendations on this basis. These early recommendations must however be validated and developed further with key stakeholders with the organizational insight to assess their relevance and strategic value. This will take place in the planned workshop, as presented below.

3.2.7. Prototyping workshop

Insights from qualitative research were validated in a workshop in November 2014 in Istanbul. Participants were, besides the MindLab team, representatives from Country Offices in the region and from the regional office the Knowledge and innovation specialist.

At the workshop the insights from the interviews and the analysis will be used to:

- Validate and enrich the findings
- Ideate the future and discuss the future K&I support needed in the region
- Prototype a framework for measuring and evaluating specific future initiatives.

4. The K&I Initiative

The project "Knowledge and Innovation in the Europe and CIS Region" (the K&I Initiative) was run over the years 2011-2013. The aim was to support the corporate strategy to become a solutions-oriented and knowledge based organization, by filling the assessed innovation capacity gap in the region. The first year of the project was designed to be an experimental phase to test the demand for innovative approaches in the region. This was followed up by a phase of building up a network of cross-practice sharing, support for scaling up projects locally and providing external expertise and tools and deeper understanding of innovative approaches.

The K&I Initiative can be seen as an umbrella and consists of a number of inter-connected -activities that have been carried out in order to, combined, contribute to the achievement of the intended outputs of the project as stated in the addendum to the original project document on the project "Knowledge and Innovation in the Europe and CIS Region".[14]

The activities can overall be divided into six categories that each contains a number of initiatives launched to support the work related to the K&I Initiative. The categories have a wide range regarding purpose, format and target group but they all contribute to the final output of the K&I Initiative in different ways.

The main beneficiaries of the K&I Initiative have been the Regional Center and the Country Offices in the region. Secondary beneficiaries have been national, regional and local level partners.

4.1. Projects

One of the central parts of the overall K&I Initiative is the Innovation Fund. The Innovation Fund was a first mechanism of its type to incentivize prototyping within UNDP. It was established with the intention of creating an alternative to the traditional processes that are applied when starting a project in the UNDP. The Innovation Fund has functioned as an effective paver for the legitimacy of innovation projects as funding in general is perceived as seal of approval within the UNDP. The purpose of rolling out the fund was to create and strengthen prototyping capacities in the region in order to quickly and cheaply figure out what works and what doesn't, and in a way de risk future investment. The fund sought to solicit proposals that are experimental in nature and can be run within 4-6 weeks, and funded on cost sharing basis.
Through the Fund it became possible to apply for a small amount (max 10.000 USD) for projects that aimed to test new approaches and develop capacity in rapid prototyping of possible new initiatives. Some 20 projects were funded in the period (though as a knock on effect of the Fund, to date over 80 prototype initiatives have been rolled out in the region). Financial support was given on a cost-sharing basis, where each project that received money from the Fund had to come up with matching funding either themselves or from their partners.

Besides setting up the Innovation Fund other project-related activities were the following:

- 8 projects that sprung from R&D-events on global trends
- 2x3 joint projects with pilot Country Offices
- 2 demonstration projects to test promising approaches in Armenia and Macedonia

Many projects using the new approaches emerged as a spill-over effect throughout the region and accord-

[14] UNDP BREC Bratislava Regional Centre, undated a

ing to the blog-post by Giulio Quaggiotto, (2013)[15] 60 projects and 80 prototypes can be traced back as catalysed by the K&I Initiative.

4.2. Social Media

The K&I Initiative have used social media for various purposes ranging from spreading knowledge and experiences both within the organization on different levels and between the UNDP and other organizations to creating networks between actors with shared interests. The specific activities have been the following:

- Setting up a blog, "Voices from Eurasia", for sharing and facilitating dialogue concerning the innovation activities, soliciting early feedback on initiatives (working out loud) and identifying new potential partners
- Setting up a wiki on user-led innovation in development16
- Using diverse social media platforms to spread inspiration from outside the organization, to conduct market intelligence and horizon scanning, profile UNDP experts and their work, as well as obtain feedback early on in order to iterate continually. In use have been in particular Twitter and Facebook but also LinkedIn, YouTube and others.

It is worth noting that the K&I team has sought to use social media strategically for market intelligence (getting feed-back on UN led initiatives and information about similar initiatives outside the UNDP), horizon scanning, identifying new partners and profiling the work being done in the region.

4.3. Matchmaking

An important part of the K&I Initiative has been to ensure knowledge sharing and the mutual exchange of process experiences, best practices and results. Besides the activity on the social media platforms, the K&I Team specifically supported this by:

- Matching of peers between Country Offices
- Matching of Country Offices with external experts

This effort has been a conscious choice resting on the assumption that knowledge should be connected and shared between people, not via documents. The assumption that the best knowledge is not (always) within the organization has led to the matches with external partners.

4.4. Training

In order to strengthen and spread the knowledge of the new approaches and the capacity to use the promoted methods, the K&I team relied on the 'learning-by-doing' approach supplemented by a variety of hands-on training sessions in various segments related to introducing and experimenting with the new approaches. In this regard, the early adopters among the UNDP RBEC staff have been continuously exposed to pro-active and ongoing support by the K&I team (in line with the learning-by-doing approach) and have had the opportunity to participate in a series of training opportunities that helped qualify them to disseminate the methods and mindsets promoted by the K&I Team. The focus has been the following:

[15] Quaggiotto; UNDP in Europe and Central Asia, 2013
[16] UNDP, undated b

- Within the context of designing the corporate innovation curricula, RBEC Country Offices attended two trainings in innovation methods (in the Montenegro and Ukraine Office) co-organized by RBEC Regional Center (K&I team), KICG Global and Nesta.
- Within the context of providing in-depth training, the members of the Montenegrin Government and a SEESAC17 project team from Serbia Country Office received immersion training with the K&I team at the Regional Center in Bratislava on using new approach for policy and project development.
- Within the context of Country Offices missions, members of K&I team delivered a series of on-demand trainings ranging from using internal knowledge management platform Teamworks for accessing and sharing information and using social media for horizon scanning and partnership linkages, to designing prototypes and managing digital outreach and engagement (designing online content). This included over 30 webinars by outside organizations for the regional UNDP staff on different methods and approaches to development.
- Within the context of scanning horizon for outside expertise, K&I team continually monitored for and linked Country Offices' staff with external training opportunities that may be of value (eg. K&I team supported one Country Office colleague to undergo a training on design thinking at the Stanford School).
- Within the context of supporting internal capacities development, 4 Country Officers have spent 20% of their time as part of the K&I Team, working with the K&I practice in their local offices.
- 10 local Country Officers have become "innovation champs" in new approaches throughout training, extended support from the K&I Team and experience with the methods.

4.5. Mechanisms for generating new services

The K&I Team initiated a number of R&D events on topics trending globally that might be relevant for the UNDP, like for instance complexity in development, gamification, micro-narratives and behavioral science. The events all had a primary arranger from a Country Offices in order to build local expertise in the different approaches and strengthen the menu of options they had to offer to their national partners. Besides gaining knowledge on the specific topics the events were meant to develop connections between offices. The aim was for the gained knowledge to become a source of new offers that the UNDP brought to its partners.

In the project period there have been 8 social innovation/hackathon/open ideas contests in the region inviting in local project ideas. The aim was to engage with other types of partners than usual and build a pool of ideas and to put in place mechanisms for obtaining insights and perspectives on both problems and solutions from citizens

4.6. Entrepreneurial, proactive and hands-on type of contact and support

A strategic but less formalized part of the K&I Team's work has been the entrepreneurial, proactive and hands-on type of contact and engagement between the K&I Team and the local Country Offices. In order to kick-start the interest in working with the K&I Team, the team travelled to the local Country Offices to jointly analyze entry points for innovation within different program portfolios, promote alternative approaches and make personal connections with interested people. This work consisted of:

- Kick-start visits from the K&I Team- primer on alternative approaches to development (theory and

[17] The South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC)

practice)

- Introductory speeches and engagement with interested staff/offices- portfolio screening for entry points for innovation, initial prototype design, support in digital communication for project management
- Follow-up and continuous contact, virtual engagement and support- continued, hands on support in designing and implementing prototypes, partnership referral, etc.

5. Developing new internal expertise

This chapter concerns the issue of how the K&I Team has worked with developing new internal expertise. Introduction of extended use of social media, matchmaking both between peers within the organization and with external experts, training and part time engagement with the K&I Team are the most important tools that the K&I Team have used to build new internal expertise.

The evaluation question that this chapter explores is: Did the K&I Initiative succeed in developing the expertise? Which tools were the most effective?

5.1 A new culture within the front-runner offices

> "I think the most important thing for us was that it helped us to institutionalize a new culture in the office; a culture of more engagement, freedom to experiment, looking for new solutions, being able to admit that something doesn´t work."
>
> COUNTRY OFFICER

The K&I Initiative has succeeded in establishing an alternative way of working for the people within the UNDP who have engaged with the K&I approach. In some Country Offices it has further led to a shift in culture, involving new ways of researching and cooperating within their own offices, with the Regional Office and with other Country Offices. The shift in culture is the platform from which the capacity building has taken place, and has had the added benefit of new ways of working with and advising local partners/clients.

5.2 Use of social media creates a supported community around a new way of working

The K&I Team's introduction to sharing through social media has been a corner-stone in -establishing a knowledge-sharing mentality across countries. Twitter, Facebook and not least the blog "Voices from Eurasia" have played important parts in creating a working culture where not only final results are shared, but where there is real collaboration in the on-going work. Sharing of processes including failures and wrong turns along the way is experienced by the respondents as an enriching and easy way to become inspired and discover new cooperation models and methods.

5.2.1 The blog: Voices from Eurasia

> "The blog have been quite important. Here we had the possibility to be working out loud. It was really about opening up our work to others while implementing. What I have found is that we really do have a lot to share with each other but before the Voices from Eurasia we had no place to do it"
>
> COUNTRY OFFICER

The blog Voices from Eurasia[18] was created in order to document and share experiences from UNDP program staff and experts and related partners associated with the organization. The blog is perceived as a

[18] UNDP, undated a

really helpful tool provided by the K&I. It is widely used as around 300 people from across the region are currently writing on the blog. [19]

Mostly the UNDP staff contributes to the blog, but also partners use it. In May 2014 alone 14 posts have been uploaded and in 2013 one of the most active Country Offices, Uzbekistan, posted 25 blogs.[20] Because of buttons linking directly to Facebook and Twitter the posts are easy to share on other social media platforms, and most of the posts have in fact been further shared a number of times. As an example one of the blog-posts on the topic of gamification has been shared 96 times. Content-wise the blog is more specifically used to share process reflections from on-going project-work, share methods, link to examples from outside the organization and solicit feedback, potentially link up with the new partners, share examples of project cases within the UNDP and also to share and extend the use of infographics that visualize the work done.

One of the key advantages of the blog is the underlying principle of sharing: Sharing the process, the failures and the questions on the way. The contributors have been encouraged to comment on questions, write about their insecurities, processes and successes. The blog also provides transparency as to what other Country-Offices work with and inspiration to not re-invent the wheel, but to build on other's experiences. This means that the blog has enabled the provision of informal advice in real time, which the respondents perceive as a completely new way of sharing within the UNDP.

Additionally the blog is being used to link up with new partners, obtain feed-back on the on-going initiatives (allowing adaptions) and in some cases mobilize new resources. This opening up of the organization to the external insights and engagement has increased number of new partnerships, knowledge and expertise that has flown toward teams and individuals who have taken to blogging, directly impacting project objectives – as evidenced by digital footprint analyses in 2012 and 2013.

All together the blog has been the underlying supporting tool that according to the respondents has helped to build up competences in working with innovative tools and techniques. The -experience of the blog is that it supports better results as anyone can draw on not only their own experiences but also that of other projects.

However it should be noted that the amount of blogs and the now rich content can to newcomers seem a bit overwhelming.

5.2.2 Twitter

> "You would walk into a meeting with the government and they'd say "what do you know about this certain problem, what are other people doing elsewhere in the world" and that stream of market intelligence was really, really useful. So even if I hadn't tried it myself, I could say "I know the project in Cambodia that's taken this approach to this particular problem that you are trying to address."
>
> COUNTRY OFFICER

The consistent activity on Twitter started by the K&I Team has been a source of inspiration and new knowledge for many respondents. It has given them an overview of best practices and expertise from both inside and outside the UNDP. Twitter is being used to share links to -inspirational reports, articles, blogs, books, and infographics. This means that Twitter helps creating valuable links to similar activities not only in the UNDP but also outside the organization.

[19] UNDP in Europe and Central Asia, undated a
[20] UNDP in Europe and Central Asia, undated a

Twitter has moreover been used extensively to connect people within the UNDP across the region for easy sharing. Upcoming events are announced via Twitter and it is experienced as a fast and powerful tool to transmit thoughts and reflections from ongoing events, among them events arranged by the K&I Team. An example mentioned by respondents is the R&D event on behavioural science and on gamification where people not physically present had a feeling of following it anyway from the hectic activity on Twitter. Besides the blog Twitter is the platform most mentioned.

When it comes to building new internal expertise, all in all Twitter foremost succeeded in opening up the organization to knowledge generated internally as well as to high level external inspiration.

5.2.3 Facebook and LinkedIn

Facebook and LinkedIn are also mentioned as important when it comes to connecting and sharing. Facebook is used for sharing by the K&I Team the same way as Twitter. 5664 people liked the K&I Facebook page within 2013 which gives a wide reach to all in all 432.036 Facebook users. And the community is still growing. [21]

The LinkedIn group is also growing rapidly with 75% more members in 2013. LinkedIn is primarily used to connect the region with development professionals and external experts on a global level. 41% of the members of the group were at management or senior level in 2013.[22]

5.2.4 Wiki

The Wiki[23] is a website consisting mainly of an introduction to the concept of user-led -innovation, how to incorporate the method in the work and finally a number of cases exemplifying the use of this approach. The design of the site was intended to document and share learning around the concept of user-led innovation and its potential applications to development work. The site also contains a blog where people can contribute with their own examples and experiences of applying the user-led approach to innovation. The Wiki however seems to be one of the less successful platforms for knowledge sharing. It is not mentioned as important by any of the respondents. It seems that other platforms and especially "Voices from Eurasia" fulfil their needs. The Wiki is not really active with only one post from 2014, and before that the latest post is from September 2013.

5.2.5 Flickr, YouTube, Slide-share

The K&I Team have introduced a broad ranch of other social media platforms that together with Facebook and Twitter have played an important role in spreading the knowledge from external partnerships with for instance universities and learning institutions. Slide Share and YouTube have as an example introduced new ways of sharing lectures and visitors spent all together 4672 minutes watching teasers on YouTube in 2013. [24]

5.3 Matchmaking creates cultural change in Country Offices

> "The Knowledge and Innovation team was not only very good at providing the advice needed, they also matched us with other teams from different Country Offices

[21] UNDP in Europe and Central Asia, 2014
[22] UNDP in Europe and Central Asia, 2014
[23] UNDP, undated b
[24] UNDP in Europe and Central Asia, 2014

> that had done similar things. And they even matched us with external experts. These are two critical things for me. Because we are not always aware of what other Country Offices are doing and even less with what is being done outside the organization"
>
> COUNTRY OFFICER

By matching internally and educating Country Officers across countries in the RBEC, the K&I Team has supported the Country Officers on a difficult journey. The K&I Team has had the overview internally in the UNDP and provided valuable matching with others within the organization working with the identical practices. Matchmaking internally within the UNDP has given the Country Officers a feeling of not being alone with an approach which they experience that the rest of the organization sometimes has difficulties relating to. This means that the matchmaking internally with like-minded people is perceived as one of the really powerful support tools. It has helped the Country Officers being persistent when it comes to working with their approach. First of all, the matchmaking is the platform on which the cultural change within the organization has been carried out. The K&I Initiative made it possible for Country Officers to have a forum where they could draw actively on support from peers.

> "I wanted to find people who were interested in working differently so I basically started trying to find like-minded people and present them to new ways of working and then match them with each other".
>
> FORMER KNOWLEDGE AND INNOVATION INITIATIVE LEADER

Matchmaking with international experts globally working with the same practices has helped generate legitimacy within the UNDP to introduce the new approach to development. It is simply persuasive to build on external global experiences. At the same time, matchmaking externally is one of the most powerful tools in terms of opening up the UNDP to the methods and learning outside the organization. Especially the connections to Nesta (UK) and MIT (US) are emphasized by the respondents as valuable. The external experts helped build the organization's level of knowledge, strengthening the quality of the ongoing projects and at the same time positioned the Country Offices as innovative when it comes to development.

Also the matching with external partners is perceived as adding important and useful knowledge to the organization. As an example a Country Officer emphasizes that the UK government Nudge unit's experiences were very useful and easy to apply in the local context.

5.4 Workshops and training bring the skills to the next level

> "One of the activities that really helped me to become kind of an expert in the methods is the training. I have both been trained in the Montenegro Office and also trained in a session organized by the Nesta team from the UK. This helped me becoming confident with the new practice and also made me capable of telling others in a more qualified way what this was all about".
>
> COUNTRY OFFICER

Several of the respondents have participated in workshops and training within the K&I and has also had the possibility to send staff on training sessions for a shorter period of time to the office in Montenegro and Ukraine. Training sessions were first of all a way of building capacity and spreading the skills on the new approach not only to the Country Offices but also to the staff around them. It also took the skills to the next level. While the social media´s strength is to spread the good examples, identify new approaches and partners, the training sessions brought the skills to the next level by giving the staff the -opportunity to meet

more experienced colleagues. Especially the training sessions organized by Nesta are mentioned by the respondents as very high quality.

5.5 The "20% arrangement" has built up formal capacity in the region

> "There is indeed in a way less pressure internally. This formalization helps because now the management and my colleagues know that I have this dedicated time. It also helps me spreading the methods. Now I do not only work with the XXX office but also on supporting the other Country Offices."
>
> COUNTRY OFFICER

The K&I Initiative has set up all in all 4 people with a "20% arrangement". This means that the Country Officers have an agreement that they can use 20% of their time within the framework of the K&I Initiative, while still being based within their own Country Offices. One of the advantages of this setup is that it builds capacity through the access to experts who are experienced within the methods and the approaches and is based on the belief that 'performance comes before competence' in so far as it allows CO colleagues to learn by doing (without having previous experience with the topic). It has helped the UNDP Country Offices build expertise in different innovation tools within their own organizations. The innovation experts have developed a unique niche expertise in areas that are still new to the UNDP and the governments they work with. One of the factors that build the credibility is that the part time K&I Team members can speak from actual experience with the methods. It is also a way of retaining the still more qualified group of people. The formalized label of being part of the K&I Team gives the CO's a feeling of belonging to the organization. And this is important as the CO´s success working with innovation within the UNDP results in job offers from other organizations.

Spreading the practices from one country to another country within the UNDP has also been strengthened by the 20% agreement. The Country Officers have used the programme to share their expertise not only within their own country, but also supporting other Country Officers. They have become regional experts.

Furthermore the structure potentially empowers the Country Officers to resist pressure internally both from management and colleagues. It allows them to spend time in framework of the K&I Initiative. It should be however be noted that the work-load for the involved has increased.

6. Establishing New Funds and Partnerships

This chapter concerns the issue of Country Offices' ability to attract new funds and partnerships on the basis of the K&I activities. The chapter specifically explores how the Innovation Fund mechanism made new partnerships and funds from donors possible. It should however be noted that the Innovation Fund was just one mechanism out of many to aim for new funds and new partnerships. All of the K&I initiatives, including the R&D events and the social media activity were geared towards this aim in an effort to open the organization up to the knowledge and expertise wherever it may reside.

The evaluation questions that this chapter addresses are: Did Country Offices establish new partnerships that increased both the profile and new insights into the UNDP's work, and did Country Offices succeed in mobilizing new funds for key program areas?

6.1 Funding makes new partnerships possible

> "It has generated new projects in the area of accountability and in efficiency".
>
> COUNTRY OFFICER, MANAGER

The Innovation Fund mechanism was created to develop rapid prototyping capacities in the region, support innovative projects in Country Offices and to further strengthen the development of new business products and services. Some 20 projects have been funded. In the document "Innovation Fund monitoring" it says that 12 projects have been awarded funding in 2012-2013 for the amount of 111,700 US dollars. In December 2013 44,853,48 US Dollars had been used. [25]In the second year it says that another 6 projects have been awarded. [26]Through additional funding from the Romania and Czech trust funds, two projects were awarded as well in the second year. The 20 projects that have been supported were selected out of around 80 proposals from Country Office staff. [27]

It is a pattern in the interviews conducted that Country Officers' experience an increased level of quality in the UNDP's work due to the projects that came out of the support from the fund. As an example the project "Natural hazards warning system - a mobile app to present citizens with timely information on natural disasters in Macedonia" was supported by the Innovation Fund (See chapter 7 for more on the app). The application was then developed together with a team of students and professors from the University of Skopje at The Faculty of Computer Science and Engineering (FINKI). As the UNDP's manager of the project explains, the collaboration with FINKI gave the students cutting-edge work experience and the UNDP increased its knowledge and capabilities in developing public information applications. [28]The dean of FINKI explains that the partnership with the UNDP made it easier for him to build trustful relationship with the government of Macedonia and with partners across the region: "UNDP Macedonia now has a good reputation and I would say that there's support on the highest level". After a successful stream of innovation projects carried out with the UNDP, FINKI is now co-leading the Innovation Lab in Macedonia.

There are many other examples of partnerships due to the innovative projects. For example the UNDP Mol-

[25] The K&I Initiative, undated b
[26] The K&I Initiative, undated a
[27] Quaggiotto; UNDP in Europe and Central Asia, 2013
[28] Ismanovsk; UNDP in Europe and Central Asia, 2012

dova was invited to speak at a conference on behavioural science arranged by the World Bank on the basis of activity on the blog "Voices from Eurasia". The blog also helped to reach out to some of the more prominent media such as the Financial Times[29], and a UNDP Country Officer has been invited to write a newspaper column in the Guardian about the "Be responsible app".

6.2 Strength the ability to attract funding

> "We have been able to work with partners that we wouldn´t have worked with otherwise like Columbia University, Nesta and MIT, reaching out to frontrunners in social innovation globally which again in retrospect helped to open new possibilities for the colleagues in terms of their professional development but also in terms of new projects [...] So there were benefits on different fronts; changing the culture in the office, broadening the partnerships, getting new projects up and running and also some additional funding."
>
> COUNTRY OFFICER, MANAGER

As the manager argues, the innovative projects not only broadened the Country Offices partner-ships. The activities also strengthened the Country Offices' ability to mobilize new funds from donors. As an example a Country Officer explains that his Country Office focuses on three areas: socio-economic government, democratic government and environmental government. He can see a big difference in the areas' ability to attract new donors. He explains that the areas that have engaged with the K&I approaches are growing their projects and resources.

The Country Offices are also testing new ways of collecting funding. In Croatia the UNDP used crowd funding to raise money to making a school in Croatia energy independent. Starting with 10,000 US dollars of seed funding from RBEC, the Country Office in Croatia launched a campaign committed to helping the elementary school in Kaštela become the first energy independent school in Croatia. 10,000 US dollars was collected through Indiegogo, a crowdfunding platform that featured a website about the project. Furthermore Sunny Concert, a benefit show put on for the school, attracted local donors. The Croatian newspapers and international websites such as e.g. Treehugger, Crowdsourcing.org, and Renewable Energy Magazine have covered the story on the importance of bringing renewables and energy efficiency to schools.[30]

Some Country Officers stress that the K&I activities have strengthened the UNDP's brand at a time where many donors were decreasing. As a consequence the UNDP has become better able to differentiate itself from others actors in the market. This is has not only happened through a higher ability to attract the needed funding and new partnerships, but because of a -strengthened image. As an example a Country Officer had heard from another colleague that a top manager from the Danish Ministry of Foreign Affairs was recommending donors to take contact to the UNDP.

The Innovation Fund helped the Country Offices establish new partnerships and from the projects the UNDP gained insight into e.g. societal problems, trends and technical possibilities. The innovative projects and solutions also helped mobilize new donors. Even though it could be argued that earmarked innovation funds are no longer necessary since the momentum around new projects and ways of working is now significant, the respondents stress the need for future funding opportunities built around innovation. The respondents describe funding as -synonymous to structure in the UNDP. The ability to fund the projects is crucial to legitimize innovation projects that are characterized by not always being able to define the specific outcome beforehand and can be viewed as high-risk per se.

[29] UNDP in Europe and Central Asia, 2014
[30] Pasisko, Makukan & Medic; UNDP in Europe and Central Asia, 2014

Furthermore it should be noted that the Innovation Fund mechanism was replicated in the context where it supported prototypes and experiments specifically in the post 2015 consultations (We Consulted, Now What), where the HQ team supported the experiment financially and then replicated it to all other regions.

7. Designing new services and products

This chapter concerns the new services and products that came out of the K&I Initiative. The new services and products are interconnected with the K&I activities and have a multi-faceted nature. In the interviews MindLab has asked the respondents to describe the new services and products generated within the K&I Initiative. Besides mentioning the K&I activities such as e.g. training, blogging, and new ways of working the respondents have pointed at the specific outputs, such as products and services, that came out of the projects. These outputs are highly tangible and act as reference points for the respondents.

In this chapter we will present three projects that the respondents all have pointed at as examples that have had significant impact. Furthermore we will present interesting "spill-over" projects that have been catalysed by the stream of funded projects and inspired others within and outside the Europe and CIS region.

The chapter elaborates on the evaluation question: To what extent did the K&I Initiative result in country offices designing new services and products across different program areas?

7.1 The specific solutions meet the citizens' needs

> "One of the things that is huge is the fact that the work they are doing helps us reposition ourselves in the relationship with the government and with the citizens. What they helped us start doing is to show that the UNDP can also bring to the beneficiaries new ideas, and new partnerships."
>
> COUNTRY OFFICER

There are several examples that country offices have designed new services and products as a direct result of engaging with the K&I Team and taking on the approaches they were advocating and identifying from outside UNDP to development. The social innovation camp is a good example of a product that some Country Offices have begun running in a variety of contexts and with a variety of local partners after engaging with the K&I Team (as a result of the experience of early adopter Country Office teams, the K&I team designed Social Innovation Camp toolkit that any other Country Office can use to implement it in their own context). The research and development events held by the K&I Team is another example of a service that UNDP is offering their clients as an alternative way of addressing development problems. As the country officer explains above the specific solutions have helped reposition the UNDP. This appears to be linked in part to funding and in part to knowledge and insights provided from the K&I Team.

All in all 20 projects were funded in 2012-2013; 12 projects in 2012 and further 8 projects in 2013. 2 of the 8 projects in 2013 got additional money from the Romania and Czech trust funds. These projects have resulted in new services that have been taken up and run by other Country Offices. In the following three cases will be presented for illustration. The cases have all been mentioned in the interviews as successful projects that came out of the K&I Initiative.

Case: Be Responsible

Starting out as a part of the Open Ideas for Montenegro Initiative, the UNDP Montenegro invited civil society groups, young developers and members of academia to come up with some technological solution that would help reveal cases of grey economy in Montenegro. That is where the idea for the app "Be responsible" was borne. The development of the app had two steps. The app was initially designed to report things from potholes on the street to graffiti or irregular parking. The idea was repurposed by Ministry of Finance, who asked UNDP to rethink the idea so it allowed citizens to fight informal economy. The reframing of the app was far more successful than the original mission. The app thereby illustrates the nature of innovation where the spin off can have implications and impact that not nessarily can be foreseen. In the second phase a team consisting of professors, students and former students of the University of Montenegro's Faculty of Electrical Engineering then developed the app.

The solution is intended to enable and engage citizens to report specific cases of governmental misuse of e.g. vehicles and help fight the informal economy e.g. illegal bills in restaurants and use of illegal labour. To overcome the challenge of getting the Montenegrin population to use the app, the team has made reporting easy and has made it possible for people to trace their reports filed, showing the status and response from the inspection services. The solution also gives people a financial motivation to report cases of informal economy. The Montenegrin government has committed to invest 50% of all fines issued from the citizens' reports in community projects that are both nominated and voted on by citizens.

Results of the project

When the Be Responsible app was launched the plan was to let it run for 6 months, and the hope was to raise 50,000 euros for community projects. In fact, more than 1,000 cases of informal economy have been reported so far, and the project has been prolonged to the end of 2014. More than 400,000 euros have been collected due to citizens' reports. Half of this money, 200,000 euros, have been raised for various community projects e.g. the reconstruction of daycare centers for disabled children, the purchase of equipment for a local children's hospital, the renovation of a local park etc. In this way, the app has resulted in a continued revolving fund for community projects that is capitalized as a direct result of curbing informal economy in the country.

Source

http://budiodgovoran.me/

Case: Virtual Blood Bank

The winning project of the 2012 Social Innovation Camp Armenia was the Virtual Blood Bank. The project aims at creating a nationwide virtual blood bank in Armenia. Prior to this project, Armenia had no existing digital national blood registry. The registry was a paper-based system at the specific hospital and there was no nationwide database which caused maltreatments and lacked transparency.

With this project, the winner wanted to ensure better and faster treatments in cases where the patients need blood transfusions; and to ensure transparency and avoid malpractices in the system through a virtual blood bank. Together with an IT specialist, the winner of the Social innovation camp has developed a solution that addresses rules and restrictions around blood transfusion, and also takes privacy concerns and technical issues into consideration. The development of the project, including the web solution that is going to be the basis of the project, took more than 6 months and was almost exclusively carried out on a volunteer basis.

Results of the projects

The concept was presented for the country's Ministry of Health with the intention to have the ministry testing the concept in two different places in Armenia. The Armenian Country Officer stresses that the idea of a Virtual Blood Bank was strengthened and legitimized through the Social Innovation Camp organized by the UNDP Armenia and the K&I Team. In this way the Social Innovation Camps help giving life to brave ideas.

Source

Quaggiotto, Giulio & Dan Mcquillan; UNDP in Europe and Central Asia, 2013

Case: Disaster app

Macedonia's population, environment and economy are highly exposed to natural disasters. Therefore, the Country Office in Macedonia wanted to raise public awareness on disaster and climate risks and find rethink public access to data on dangerous event like earthquakes, floods and fires and potential dangers like violent thunderstorms and heavy snowfalls. The Country Office applied to the Innovation Fund with the project "Natural hazards warning system - a mobile app to present citizens with timely info on natural disasters in Macedonia" and was supported by the fund.
The application was then developed together with a team of students and professors from the University of Skopje at the faculty of Computer Science and Engineering (FINKI). As the UNDP's manager of the project explains the collaboration with FINKI gave the students cutting-edge work experience and the UNDP increased its knowledge and capabilities in developing public information applications.

Results of the project

The disaster app provides real time data to the public in case of natural disasters. Citizens can get detailed knowledge on the exact locations of dangerous events through maps. If an event is highlighted, the user can click to have specific information about the status of the event and advice on how to deal with the danger, including emergency service numbers and links to alerting others. The disaster risk management app has been replicated in Kosovo (referred to in the context of UN Security Council Resolution 1244 (1999)) and the project now aims at developing a regional platform for disaster risk management.

Source

Crisis Management App

7.2 The solutions must take local context into deep consideration

> "I have to tell you that it didn't work very well for the region. Not that people couldn't understand it, we are all very well educated and we have a lot of smart people, but I don't think they were able to connect it with everyday work. So it was interesting to listen to the people speaking about complexity but I don't think people could really relate to it, like "tomorrow there is a flood and I have to deal with it".
>
> COUNTRY OFFICER, MANAGER

The degree to which the presented approaches and methods relate to the local context has proven to be very important for the interest in engaging with the K&I Team and for the success of the specific solutions. The respondents mention this as key to building a trustful relationship between the K&I Team and the Country Offices. As a manager explains it, many of his employees in the Country Office want extremely concrete and practical advice based on real-life examples and results. The cases presented above are good examples of this. People have to be able to relate the examples to their daily work to buy-in. When the local context is not reflected enough in the K&I Team's engagement with a Country Office, the interviews show that it becomes difficult to relate to. As an example a Country Officer points out that even though the K&I staff made a great impression it was hard to relate the presentations to the situation in the Country Office. Building up an interest and successful projects that fosters new services and products requires an effort to translate the concept of innovation into daily practices and a balancing of expectations. Based on the interviews it seems clear that the K&I initiatives are by far the most effective where the translation to the local context has been reflected in the work.

7.3 Spill-over effects

> "A lot of donors are really very impressed with what the UNDP is doing in this area, and it´s having spill-over effects into the projects"
>
> COUNTRY OFFICER

Many respondents argue that the projects supported through the Innovation Fund have had a spill-over effect to other projects. Besides from the projects funded directly by the Innovation Fund, all in all 60 projects have been made possible in the framework of the K&I Initiative. Some projects have been replicated in other regions of the UNDP. As an example the Innovation Fund was replicated in the region of Asia Pacific. UNDP staff from Asia and the Pacific region had the idea of establishing an Innovation Fund in this region as well by engaging in UNDPs global -innovation discussion on Twitter # inno2013 in Montenegro. [31]

The disaster risk management app developed by the UNDP Macedonia and FINKI has been replicated in Kosovo (referred to in the context of UN Security Council Resolution 1244 (1999)) and the project now aims at developing a regional platform for disaster risk management. A third example is Spot the future/Make the future that covers the Regional Bureau for Europe and CIS (BRC) and Arab States. It is an example of a cross-regional project. [32]

The three cases presented above and the spill-over-effect show the great impact and -inspiration that the K&I Initiative led to both within the region of Europe and CIS and outside.

[31] Gopalan; UNDP in Europe and Central Asia, 2013
[32] Sorour; UNDP in Europe and Central Asia, 2014

8. Impact on corporate culture, rules and procedures

This chapter concerns the issue of to what extent the K&I may have contributed to a change of corporate and global culture, rules and procedures. The K&I practice is based on an experimental approach which reverses not only the way the Country Offices work but also challenges the global procedures and corporate rules within the UNDP. We explore how the K&I Initiative has been introducing an entirely new approach working with people who are dedicated to the methods on a self-initiated basis, pushing the bureaucracy to allow an experimental working culture and by this matter institutionalized a group of people with a new culture not only within some of the Country Offices but also within the organization.

The evaluation question in this chapter is: Did the K&I Initiative impact corporate/global culture, rules and procedures?

8.1 Bottom-up approach based on self-initiated engagement

> "I was in this completely on a voluntary basis. It created a personal motivation and kind of an opportunity to think differently and work differently. As a Country Officer I think the K&I gave the motivation and the initiative that somehow is breaking the daily boredom. So the work of the K&I Team I see as kind of shaking the atmosphere in the offices and really breaking the everyday routine"
>
> COUNTRY OFFICER

The approach of the K&I Team was based on the assumption that participation had to be self-initiated, as a proxy for strong commitment, for a new way of working to gain ground. The participation in the project by Country Offices has therefore been completely self-initiated, which tended to reflect the level of commitment in the early adopters among the Country Offices. This means that the participating Country Offices engaged out of interest and from a belief that the methodology would be beneficial in their work, and this was reinforced by a corresponding level of commitment. To most of the respondents within the Country Offices the introduction to a new way of working in itself created motivation. It bypassed some of the bureaucracy that most of the Country Officers express is a barrier to work experimentally towards new solutions.

A manager from a Country Office emphasizes that one of the core strengths of the way the K&I Team works is that it takes form around hubs of people who believe in it. As an example the K&I Team started by engaging three pilot offices that explored the methods in depth and then connected them to each other.

8.2 Entrepreneurial and hands-on type of engagement with the Country Offices teams

> "I remember when Giulio came to the office and was presenting to the colleagues what innovation means and what was the theory behind. Afterwards he sent me a direct mail saying "feel free to get in touch for anything", which is very unusual within UNDP. I was like, 'wow, we really have new people who are extremely modern thinking'. This was how it all started."
>
> COUNTRY OFFICER

In the early days of the K&I Initiative, when introducing the new practices to the organization, the face- to-face presentations and portfolio screening for entry points had a huge impact. Respondents from the countries that took up the approach uniformly tell that the introductory presentations from the K&I Team were the point of departure. To them, the presentations made the new practices understandable and easy to relate to. Furthermore the possibility to get in touch directly with the K&I Team both through social media but also by just writing an e-mail made them feel that they had access to mentoring along a potential difficult journey. The proactive and hands-on support and accommodating style exhibited by the K&I Team is described as surprising and different. On the other hand the Country Offices that have not been part of the project or only engaged in a small scale expresses scepticism that this will work in their contexts. The combination of the type of approach and the content in some Country Offices made people less comfortable. A respondent explains it this way:

> "In XXX country when the K&I came and presented there was not that kind of enthusiasm and I subscribed it to maybe a little bit of closeness of the culture and society. The office was not hierarchal, but found it difficult to take initiative, experiment and admit to that something is not working."
>
> COUNTRY OFFICER, MANAGER

This leaves an image of an approach that worked well to get first-movers on-board, while in countries with cultures less prone to engage in experiments it was less successful.

8.3 A balance between management support and an entrepreneurial approach

> "In my view support from the management is a critical step here. All of my work and collaboration with the K&I was extremely well supported by my managers, so I suppose it is a positive example of when the management has been very supportive, and this is why we are one of the leading Country Offices, if I may say so, in terms of introducing innovation into our work."
>
> COUNTRY OFFICER

The respondents have all expressed views on the importance of local management support. The countries that are highly engaged with the K&I activities all mention interest and support from management as crucial for the engagement. The same countries are characterized by having somehow formalized the K&I approaches in their ways of working.

In other countries the management took less interest in collaboration with the K&I Team and chose not to engage formally. However, in some cases individual officers still connected with the K&I Team directly for advice. On the bottom-line stands that the more motivating the management the more likely is it that the approaches have been adopted.

8.4 Building a shared understanding of what innovation can do

> "Another challenge is that innovation in many cases is misunderstood as one more event or invention which has to be totally new. It is less understood as a process for triggering and supporting processes of social innovation for improvement. When it's not explained properly, it's not easy to explain the value in it. Everyone speaks about innovation and no one really understands what it is"
>
> COUNTRY OFFICER

A shared understanding of what innovation potentially is and what innovation can help to achieve is a crucial starting point when it comes to impacting the way of working within the Country Offices. In countries where K&I has not succeed in connecting the definition of innovation to meaningful examples, introducing that the approach is also about a new way of working misconceptions have come to stand in the way of further exploration and take-up. An informant from a Country Office states that most of her colleagues experienced that K&I Team was just using new words for something they had tried for years. The office was in a constant struggle for survival and they had to show results fast. As a result their definition of innovation was that it should be an immediate gate to radical new ideas which could provide the office with new funding. They understood the approach less as a process and a shift in culture. A challenge for the K&I Initiative is that the concept of innovation has been misunderstood or perceived differently. Gaining impact on the procedures within the organization requires a shared understanding of not only what innovation can potentially do, but also what it takes to work in new ways.

8.5 Innovation in RBEC contributes to the changing culture in the organization

> "What we liked about the methodology, was that it wasn´t the waterfall top-down approach to designing a project where you bring in an expert, they talk to a few stakeholders, usually established NGO´s, and they design a project. A few months later it will be launched and only then would you test your assumptions, having spent a lot of money. The new metho-dology completely reversed that. They were grassroots-driven and first of all the problems were identified by the citizens. We picked the best prototypes. And before anyone's even written the concept you have a concept of how you can address it."
>
> COUNTRY OFFICER

The changes in culture introduced by the K&I Initiative initially started in the individual Country Offices but according to our respondents it has slowly started to spread to the rest of the organization. The changes in culture is foremost about undertaking experimentation and quickly finding out what works and what doesn't work. To start by defining the problems on basis of end users and coming up with a new solution that generates the highest possible effect. It is about building capacity to prototype and making experiments a more systematic and integrated part of the organization.

According to our respondents, one of the radical changes in the wake of the K&I Initiative was the way of cutting through bureaucracy within the UNDP, not least around the reporting system.

> "In the UNDP there was a tendency to develop technical reports. So technical, that they were difficult to read. And we are a very hierarchical -organization and project managers never had a forum to discuss and share what they really experienced un-

til the blog "Voices of Eurasia". So when people can -actually say what they experience and people start listening to it, then you also have another programming. It made the organization more flexible."

OFFICER, HEADQUARTER

The fact that the project managers in the Country Officers now have the possibility of sharing and discuss along the way mostly on the blog but also via other social media has according to respondents generally pushed to the way the organization works. It has created a more flexible system.

Country Offices who are early adopters indicate a change in a mindset away from a strict focus on funding and certainty before starting something new to simply just doing it and experimenting with new solutions along the way. Several respondents stress that the UNDP used to be so focused on funding that no new ideas would come to life unless you already had the economic backing. The K&I Team introduced a new way of coming to new solutions. It promoted experimentation and uncertainty within a culture that is biased towards firm knowledge and predictability. The changes introduced by the K&I Team started with the Country Officers but now seem to be contributing to the shift in the culture corporately.

Another and more specific example is the impact on UNDP procurement rules. Experiment in using Nesta's Center for Challenge Prizes methodology to address a development problem faced by UNDP Country Office Bosnia and Hercegovina generated a demand to review existing guidelines on procurement within the organization. The methodology is based on the premise that one first identifies a problem, \ and then focuses on defining what a solution must do in terms of its performance.[33] The Nesta-UNDP Energy Challenge sought to find a low cost, easy maintenance energy solution for over 3,000 war returnee families in Bosnia and Hercegovina (the families returned to their homes after war to find energy infrastructure completely destroyed, and because their homes were located in remote and rural areas, there was no hope of reinvesting in infrastructure). The challenge specified how much energy a solution must provide, what type of maintenance requirements it must satisfy and so on- allowing anybody, an engineer with a hobby or a private sector company, to compete with a best, most user friendly and efficient solution to respond to the set criteria. The challenge resulted in submission of 37 prototypes of what a solution could look like and ultimately resulted in one winning solution.

Our respondent explains that the global rules within the UNDP were not designed in a way that enabled a process of a challenge prize to take place but instead a more traditional request for quotations or proposals, where a contract is not issued where one does not beforehand decide what the specific solution should consist of. The solution should normally be part of the contract. The experimentation with challenge prizes demonstrated that there is another way of approaching the issue (and one that many other international development organizations such as USAID, World Bank, European Commission are already using). Back-up from the senior management within the Country Office however resulted in a dialogue on a need to amend procurement rules and change of the guidelines when it comes to handing out awards. A guidance note on the issue of giving challenge prizes is in the final stages of discussion and there is a high chance that it will be corporately endorsed and may be included into the UNDP procurement rules[34].

Furthermore, the UNDP has recognized the need for a more flexible way to start new upstream projects s and test innovations. The UNDP approved the Engagement Facility as a part of the POPP content (temporarily under Defining a Project, 2.13 Engagement Facility).

It is also important to mention that the Regional Service Center for Europe and the CIS, Bureau of Manage-

[33] Radojevic &Zappalorto; UNDP in Europe and Central Asia, 2013
[34] UNDP Innovation Challenges Policy. 2013

ment, Bureau of Policy Development and the UNDP Montenegro Country Office in partnership organized and hosted the first Global Innovation Meeting in UNDP that took place in Budva, Montenegro in November 2013. The purpose of the meeting was to take stock of the current state of social innovation both at large and within the UNDP network. The meeting led to all participants (15 RRs from all regions, senior managers from BDP, BoM, etc.) endorsing the innovation framework developed on the basis of the innovation experience in the RBEC region and a shared vision of working with innovation. The vision is called the Budva Declaration[35]. Lastly, the RBEC's innovation framework has been used as the basis to develop the corporate innovation curriculum.

All in all we see that where the new approaches have been in use there is an experience of less bureaucracy compared to the traditional way of setting up projects within the UNDP. Procedures, if understood as "the way we do it" have changed radically in some of the front-runner countries and a new culture has emerged.

We also see that putting in use new approaches challenges the system to look at rules and procedures that may be unnecessarily burdensome and the examples above show that several impacts have been recorded corporately.

[35] The Budva Declaration, 2013

9. Framework for measurement

9.1 A framework for a K&I performance measurement and learning system

If an organization wants to improve a process, it needs a relevant vehicle to allow it to reflect on it. That vehicle needs to give some type of feedback on the quality of the process, based on the perceptions and experience of the key people involved. However, any measurement tool is only effective if it is used systematically to drive better performance. We will therefore briefly consider what we mean by "systematic", before turning to the concrete tool.

9.1.1 A systematic approach

In evaluating the K&I Initiative, we have found many useful blogs and articles describing the nature of the processes and activities involved. However, as described in the methodology chapter of this report, we have also noted that there has not been any systematic, on-going measurement of the individual activities and processes, as they have been experienced by the partners and stakeholders they were meant to serve. However, the K&I Team, as part of their support to projects, help the projects test their solutions to see to what extend they bring value and to bring about data on the performance to build a business case.

The figure below illustrates what such a systematic approach looks like: Given that regional or national strategic objectives and processes are in place and that there is a process to set and review them, the same has to happen for the innovation measurement process. In other words, the measurement of the K&I Initiative and of other future innovation activities should be built formally into the annual management cycle of the coordinating organisation. Whereas individual innovation projects will be measured on an on-going basis, the point here is that the feedback to management about the results should happen systematically and as part of the overall management cycle. The UNDP Handbook on Planning, Monitoring, and Evaluating for Development Results is the organizational guide on principles for results based management and Measurement and Evaluation (M&E) that provides an organizational, systemic framework for this work.

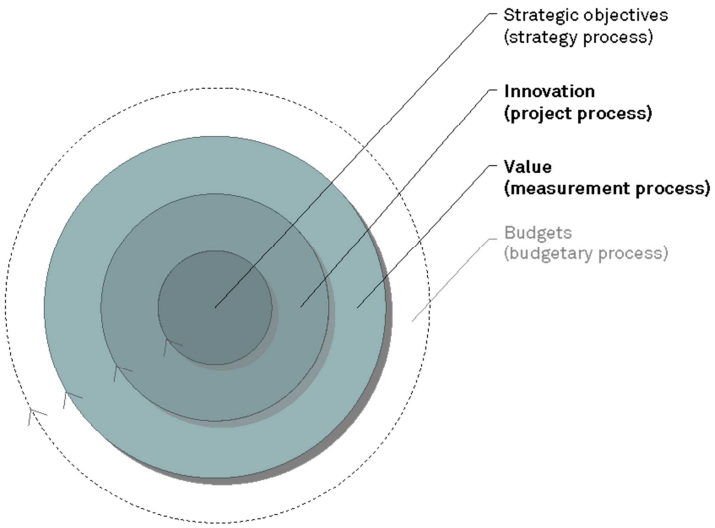
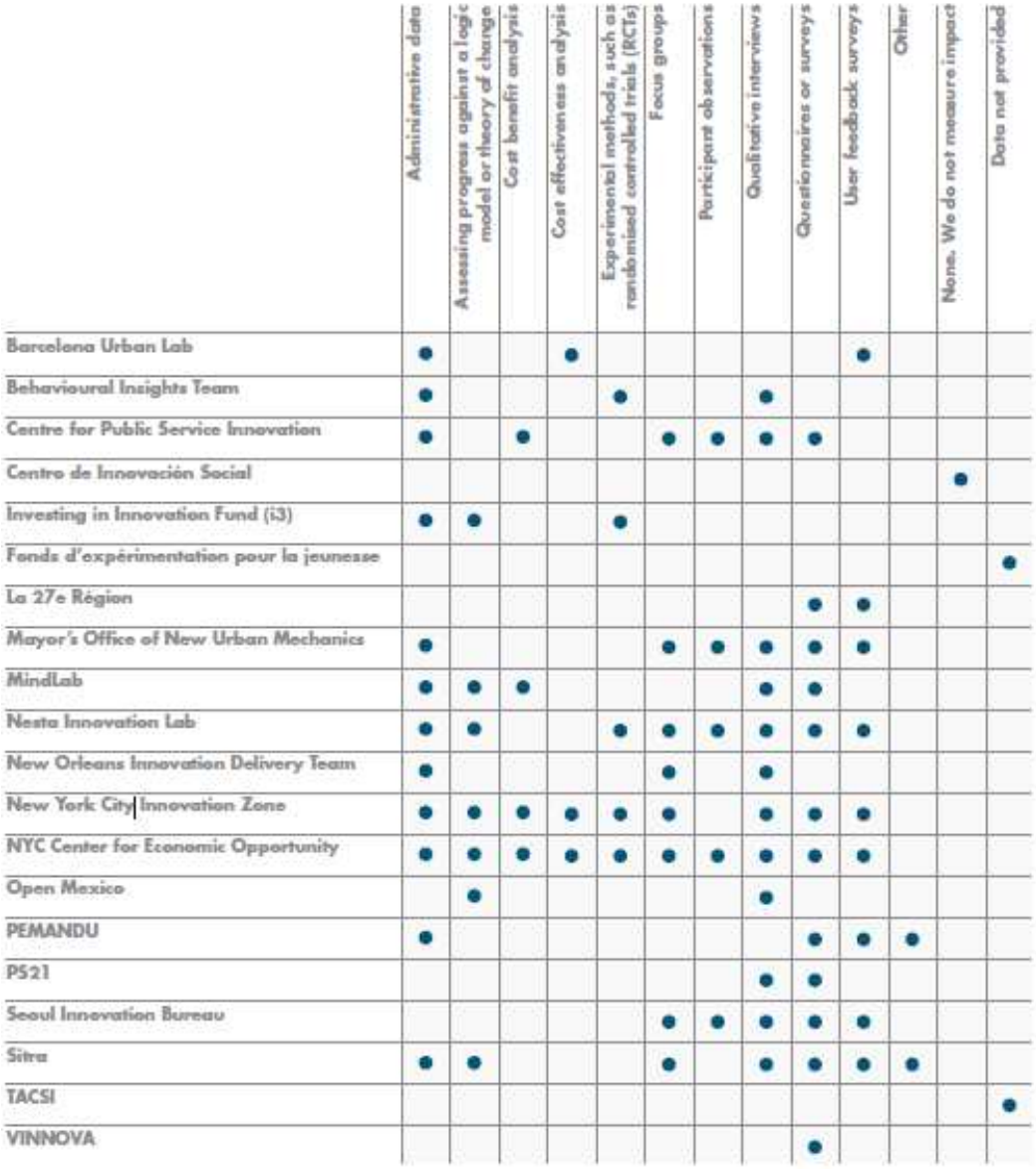


Figure 3: A Systematic Approach to Measuring Source: Bason (2010)

Nesta and Bloomberg Philanthrophies recently mapped how 20 innovation teams around the world measures the outcome of their activities[36] . Fig. 4 shows different methods for measuring outcome and how each i-team uses a combination of methods.



	Administrative data	Assessing progress against a logic model or theory of change	Cost benefit analysis	Cost effectiveness analysis	Experimental methods, such as randomised controlled trials (RCTs)	Focus groups	Participant observations	Qualitative interviews	Questionnaires or surveys	User feedback surveys	Other	None. We do not measure impact	Data not provided
Barcelona Urban Lab	●			●						●			
Behavioural Insights Team	●				●			●					
Centre for Public Service Innovation	●		●			●	●	●	●				
Centro de Innovación Social												●	
Investing in Innovation Fund (i3)	●	●			●								
Fonds d'expérimentation pour la jeunesse													●
La 27e Région									●	●			
Mayor's Office of New Urban Mechanics	●					●	●	●	●	●			
MindLab	●	●	●					●	●				
Nesta Innovation Lab	●	●			●	●	●	●	●	●			
New Orleans Innovation Delivery Team	●					●		●					
New York City Innovation Zone	●	●	●	●	●	●		●	●	●			
NYC Center for Economic Opportunity	●	●	●	●	●	●	●	●	●	●			
Open Mexico		●						●					
PEMANDU	●								●	●	●		
PS21								●	●				
Seoul Innovation Bureau						●	●	●	●	●			
Sitra	●	●				●		●	●	●	●		
TACSI													●
VINNOVA									●				

Figure 4: Approaches to Measuring Impact[37]

In this evaluation we suggest a simple framework for performance measuring and learning. The framework has two main objectives:

- Enable the K&I team to help local projects measure their performance.
- Measure the value of the dimensions of support that K&I provides and further develop these.

The following figure illustrates the suggested processes for measuring and learning on both levels and the

[36] Puttick, Baeck & Colligan 2014
[37] Puttick, Baeck & Colligan 2014, p. 108

relations between the two, and to the extent possible embedded in the existing systems for evaluation and measurement of project performance. The intention is to build on the existing systems in the organization on the results-based management and M&E and provide methods that could help operationalize experimentation and prototyping as a way of quickly and cost-effectively gathering data and learning what may or may not be working.

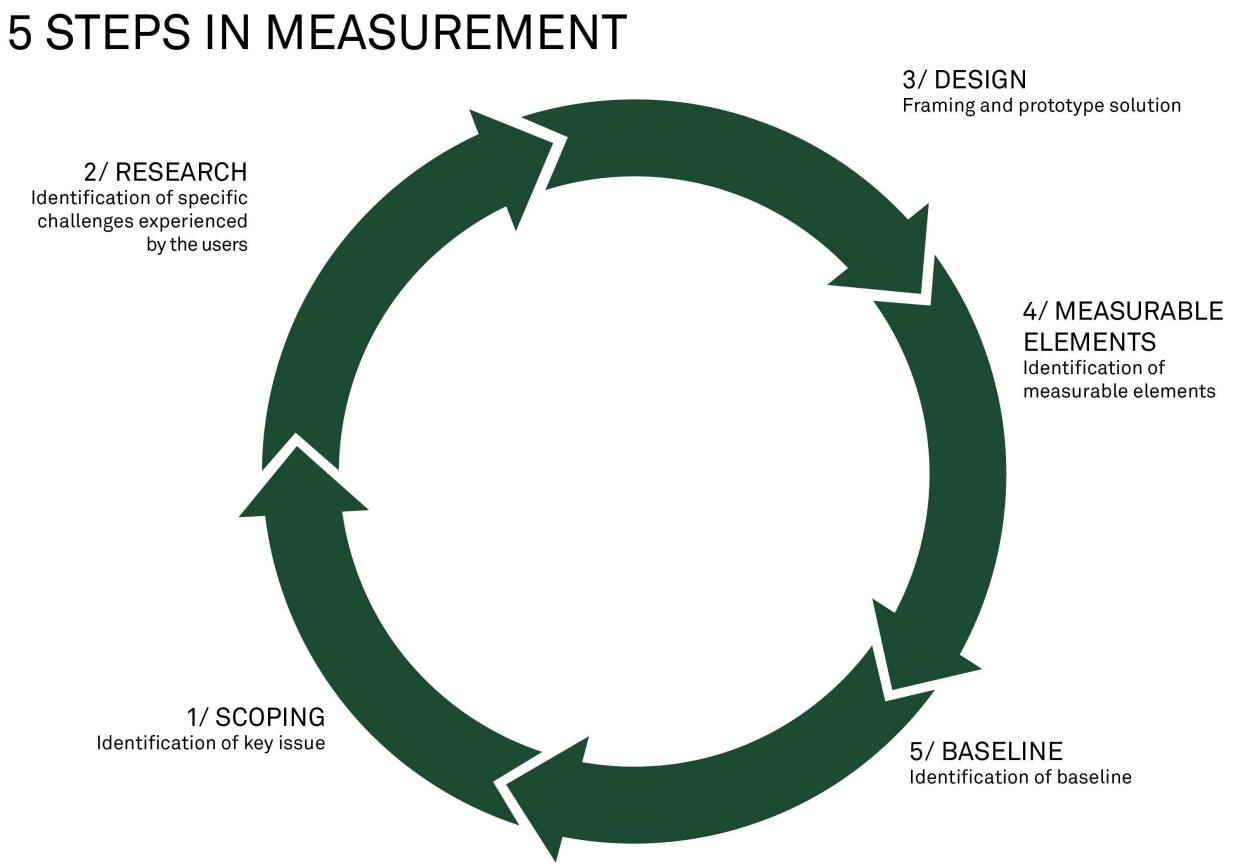


Fig. 5: 5 Steps of Measuring Prototypes

9.1.2 Measuring projects

The performance measuring of local projects is an obvious addition to the dimensions of K&I support. While the methodology suggested here could be as simple to use as wanted, keeping focus on measurement and the prerequisites for this is sometimes hard while running a number of complex processes. We suggest that the K&I team and the local Country Office takes responsibility to incorporate activities necessary to measure the performance and if possible facilitate these activities. This includes deciding on the mix of methods suiting the project.

Local projects might vary greatly in objectives, processes and methods. Because of this the method for measuring has to be adjusted to the specific project. In general, however, each project has to define a Theory of Change (ToC) and a way to measure if expected outcomes are delivered. An important note in this connection is that the measurement part working with prototypes should be seen as an iteration where the measurable elements are being developed along the way. What you develop in the beginning might change

along the way as the new solution is moving from being a rough prototype to becoming a more finished solution.

Step 1: Scoping – identification of key issue

A theory of change describes the types of interventions that are expected to bring about desired outcomes. When working with ToC it is important to bear in mind that take-off for the measurement should not necessarily focus on long term changes or effect but can be targeting measurable elements along the way. The ToC establishes sets of causal relations between resources, interventions, outputs and outcomes. The ToC could build on an entirely theoretical foundation or on new research into the problem at hand . This might be the same research (innovation processes) conducted to develop the interventions. If possible, it is suggested that a ToC is established in a process like this:

- At the beginning of the project the desired outcomes of the intervention is agreed upon. What is the key issue the project should resolve and what difference should the project make? At this point the focus should be on a measurable element and have the effect for the end-user in mind. E.g. "Making it attractive for young the start-up companies to avoid being part of dark economy" The outcomes might change or be refined during the process as a new solution becomes reality. The key issue can move from short to long term focus: "Restoring faith in the public sector by reducing corruption."
- As a general rule public organizations exist to produce four types of value: Productivity, service experience, results and democracy[38] . To be able to measure whether outcomes are achieved, objectives and data sources are linked to each outcome.
- The reasons for the problem are translated into contributing factors within the system. Why does this problem emerge?."It is difficult for the companies to open a start-up without contributing to corruption"

Step 2 – Research –Identification of specific challenges experienced by the users

- The ToC might build upon insights from research. Preferably research should be carried out both within the system and amongst the users you want to target with the new solution. Part of the ToC is to identify consequences for the system and for the users. An example of a challenge for the user could be "the young startup company did not register the business because the business owner felt that the costs of setting it up, and in case of failure, shutting it down, are very high". A consequence for the system might be: "Lack of income from taxpayers" or "time spend sending companies from authority to authority". It is important to define indicators, data sources and objectives for output and outcomes. These can both be qualitative and quantitative. This should be done throughout the process, but at the end of the development process, indicators, data sources and objectives should be reviewed.

The Theory of Change is the foundation for measuring the performance of the intervention. What methods of measuring and what kinds of data is suitable for measuring depends on the timeframe of the project, the accessibility of different data, when data is needed, and the primary purpose of the measurement. . The K&I team should help projects decide which methods are suitable depending on needs, available data, time frame etc with the caveat that it is the first three (testing with users/prototyping; building the baseline and the business case) that the subsequent work of MindLab and UNDP will focus on given that the majority of K&I interventions are focused on using experimentation and prototyping to either gather more evidence about the problems and quickly find out which initiatives may or may not work. The measurement phase should be seen as a phase that can be developed over time, with several iterations as the new solutions is

[38] Bason, 2010

moving from being a rough prototype to a more finished solution. An important focus point is to adjust the target and the measurable elements along the way.

Step 3: Design – framing and prototype solution

Testing prototypes provides crucial data that, together with a baseline, makes it possible to build a business case, and on this basis decide to go on and implement the solution, further develop the solution or close down the experiment. Testing prototypes is also a way to gather data for early measurements of the projects likelihood to achieve the desired outcomes. This is why prototyping is a crucial step in any innovative process; early data makes it possible to adjust the products and objectives of the project and leads to better impact.

- At the end of the development phase, the ToC is completed with the actual interventions and actions that will foster the outputs. Eg. "Develop an app that makes it easy for citizens to report corruption."
- Presenting a prototype or live example of the planned intervention to a group of end users and/or experts. Harvesting their reaction to the intervention.
- Provides insights into how an intervention will work out in real life.
- Indicates whether an intervention will achieve expected outcomes.
- Useful for further development.
- Primarily based on qualitative data from interviews, group interviews or workshops.
- Easy to conduct and does not require a lot of resources.

Step 4: Measurable elements – identification of measurable elements

- Based on the expected changes of the intervention, the current situation is described.
- Where can you find elements within your system that you can measure (letters sent, time spend within the system, time spend for the users)
- Do you already have the data and what methods is most suitable for collection new date (qualitative interview, observations)
- Provides insights into status quo.

Step 5 – Identification of baseline and building a business case

- Important as a baseline for assessing performance.
- Often based on quantitative data (like register data and budgets), but could also include qualitative data.
- Assessing potential gains from the intervention against the cost.
- The business case can be built on basis of the prototype. It is important to be pragmatic about what change you can track.
- Indicates whether an intervention is a good investment.
- Useful for deciding whether to implement an intervention or not.
- Often based on economic, qualitative data, but especially in a public sector setting it is important to include more qualitative benefits.

Step 5 can be supported by an ex-ante evaluation

- A forecast of the probability that the intervention will work out as required.
- Provides systematic insights into the potential workings of an intervention (including theory of change).
- Indicates whether an intervention will achieve expected outcomes.
- Useful for deciding whether to implement an intervention or not.

- Includes all available data.
- Might be complicated as necessary data might be hard to locate. It requires the right competencies to be able to compare different types of data.

If a prototype becomes further developed to a new and more finished solution the 5 steps measurement model can be used as basis of a second iteration. This second iteration should include the following:

2nd iteration: Short term evaluation

- An evaluation of the probability that the intervention will result in desired outcomes based on a short time of operation.
- Provides insights into what parts of the intervention are working as expected.
- Useful for deciding what parts of an intervention should be carried on and to further develop the intervention.
- Available quantitative data at this phase of the implementation. Qualitative data on the performance e.g. from interviews with professionals.

Examples of questions for short term evaluation:

- To what extent were new ideas or concepts decided upon, taken up and implemented?
- Were there challenges or barriers to implementation? If so, what were they and how were they addressed?
- Has any kind of value following implementation been generated yet, and if yes, what type – productivity, service experience, outcomes? What evidence do you have that this is the case?
- Are there other surprising or unintended results or spill-over effects arising from the innovation support?
- Is there something that could have been done differently?

3rd iteration: If the projects include a full implemented solution the 5 step measurement model can be carried out as a third iteration which can include the following step:

Ex-post evaluation:

- In depth evaluation of the performance of the intervention, once it has been implemented.
- Shows if the intervention actually performs as anticipated.
- Quantitative and qualitative data according to the ToC. A ToC that might have to be adjusted along the way – moving from short term effect and rough prototypes to more finished solutions and long term effects.
- Might be difficult to conduct. Some data might be complicated to obtain and might not be available until long after the implementation. This is why the measurement should be seen as an ongoing process leaving room for the new solutions and prototypes to provide unexpected value and spin-offs.

9.1.3 Assessing the value of the dimensions of K&I support and learning from this

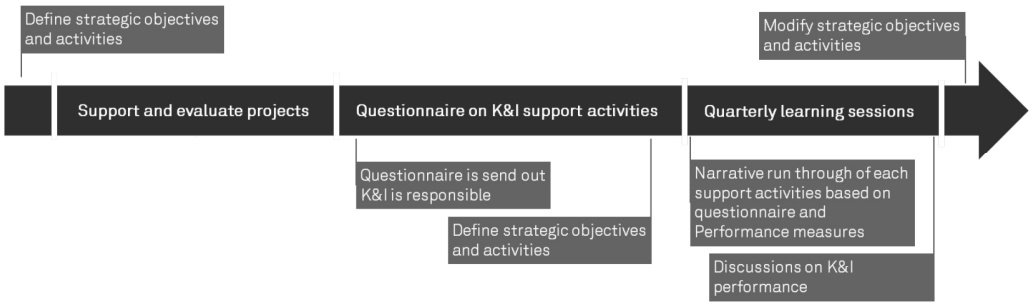


Figure 6: Suggested Framework for Measuring and Learning

To use the project performance measurement to help further develop the K&I approaches and dimensions of support, it is necessary to systematically review the value of the support K&I provides. This could be done with standard questions regarding the dimensions of support K&I provides in a short term evaluation.

Measuring the value of K&I support has two objectives: documenting the value of K&I's work to sponsors and further developing objectives, activities and methods[39] . To accomplish the first objective, K&I needs knowledge about the success of the projects supported and if the K&I support was an important factor in this success. To accomplish the second objective, a systematic approach to learning from K&I's different activities is needed.

As with measurement of the local projects, it is also important to establish overall strategic objectives for the K&I support activities and agree on a Theory of Change for these objectives. What objectives should each activity help achieve and how?

9.1.4 Questionnaire-based measurement tool

In terms of obtaining specific performance data to be used for learning sessions, we suggest that a questionnaire is used. The questionnaire is to be filled out by the main stakeholder involved in each innovation project or other dimensions of support over a certain minimum threshold. (The -appropriate threshold is hard to assess in advance; sometimes it may not make sense to obtain data about, say, a single workshop; in other cases a workshop in itself might be such a -significant activity that it is worth to assess). This is a judgement to be made by the responsible for performance measurement and learning within the organization responsible for the K&I.

The questionnaire is to be answered immediately after the end of an innovation project or activity. It relates to the strategic objectives of the K&I support and can include closed (quantifiable) questions as well as open-ended questions; however in our experience, and given the nature of the K&I Initiative's types of support, we find that the majority of questions should be open-ended in order to sufficiently capture the complex nature of the contexts, concrete activities and the learnings taking place.

[39] Bason 2010, chap. 10

Ideally, the main responsible recipient of the innovation support/activity should be the -respondent, along with his/her immediate manager, and along with one or more people involved in the recipient team. If possible, each of these stakeholders should receive a questionnaire for the project/activity in question. However, for practical purposes, and to avoid bureaucracy, it can be sufficient to only ask the immediately responsible recipient/decision-maker.

To the extent possible the interviews should be conducted in-person either physically or alternatively by Skype or telephone. If the questionnaires are filled out in writing by the stakeholders then we suggest a follow-up interview is made to ask further questions and to validate the feedback. The questionnaire could be conducted by K&I staff or by an external consultant. K&I staff will know the details of the projects and the cooperation between K&I and the project, and thereby be able to ask for more detailed answers where necessary. If K&I conducts the interview, there will also be more to learn. An external consultant on the other hand will not be biased and the respondent won't feel the need to pleas the interviewer.

Below we provide some tentative suggestions as to the content of the questionnaire but these should be aligned with the strategic objectives:

- Did we provide the right dimension(s) of support?
- Did we manage the innovation process/support professionally?
- Were the methods applied, and their combination, appropriate?
- How did the involvement of citizens, stakeholders and other key people (where relevant) work?
- Did the immediate output (ideas, concepts) live up to or exceed expectations?
- Is it likely that the solutions the support helped generate will enable realisation of the organisation's objectives?
- Would you recommend this innovation support to others (peers within or beyond the region)?

There are obvious learning points associated with each of these dimensions. For instance, if it turns out that some of the methods were not experienced by the partners/stakeholders as appropriate to the task at hand, that could challenge the legitimacy of the innovation support. Perhaps different methods should be applied the next time, or we should clarify expectations better. The latter question above addresses the issue of "ambassadorship", which is often a strong indicator of quality: If people will recommend the support to their peers, then it reflects a fundamentally positive experience and is also an indicator of a strengthening of the supporting organisation (the K&I Team's) brand.

9.1.5 Quarterly learning sessions

What we suggest here is that an appropriate measurement cycle is established in tandem with other management processes, such as setting of objectives and budgets. This would entail that, for instance, there is a quarterly reporting on which innovation projects or supports are running, and which (new ones) should be decided upon. At the same time there is a presentation and discussion of data on the performance of projects/activities, and a consideration of learning points.

The quarterly learning sessions should answer the following questions:

- Are we achieving our strategic objectives?
- Are the strategic objectives the right ones?
- Are we offering the right kind of support to achieve the strategic objectives?

To answer these questions all K&I staff and close C&O's should be present. Other stakeholders could be included in the discussion about whether it is the right objectives. Also different kind of experts can be included in selected discussions, where they can provide useful input.

Session agenda should include:

- Evaluation of each of or selected projects and other support activities. Each activity is presented be the responsible persons focusing on the difference the K&I support made. Include as much tangible/visual material as possible like quotes, pictures, material from the process or illustrations along with any quantitative data (from prototyping, business cases, short term evaluation, questionnaires or whatever data is available). For each project/program the presentation it' answered which and to what degree the strategic objectives was met. If the support had any other interesting effects. And how the approach resulted in these effects.
- The whole team discusses the following questions:
    - What are the responses by our stakeholders to our various support activities?
    - Which types of support do they find particularly valuable?
    - Under which contexts/conditions does it seem that particular activities are most useful?
    - What are surprising or unintended changes flowing from our innovation support activities?
    - Which ideas might we have about additional or different (new) activities?

As a conclusion to the discussion, the K&I team and its sponsors should review the K&I Theory of Change and modify the objectives or activities if necessary.

There should be minutes taken from the learning sessions. Such minutes can be used as input to communication activities such as the sharing of case examples online, sharing learnings with the broader innovation team (the K&I Team or other), and as an input to a more formal reporting, say in an annual performance report. The duration of quarterly learning sessions might be anything from ½ hour to several hours, depending on the scope and level of activities, prioritization of the topic by the management team, etc.

9.2 Challenges and pitfalls

Describing a performance measurement and learning system, and developing the needed questionnaires for data collection, is rarely particularly problematic. Rather, the following may turn out to be challenges:

- Deciding what method to use for measuring performance requires striking a fine balance between doing what is possible given available resources and actually getting useful data.
- It is important to balance the data and methods that are particularly good at showing performance or particularly good to learn from.
- External consultants might provide competencies and resources, that K&I doesn't possess, as well as the legitimacy of being external and 'objective', but a lot of internal learning for K&I might get lost in the process.
- Ensuring that every activity above a certain threshold is the subject of data collection.
- Making sure that data is registered, for instance using an Excel spreadsheet or a more advanced database system, collated, analysed and systematically presented in a timely form to the relevant management team or forum, for instance on a quarterly basis.
- Taking care that an informed discussion takes place, of a minimum of ½ hour, and that key learning points are extracted, documented and shared with all relevant managers and staff.
- Ensuring that these learnings lead to real changes in the design and mix of support measures, and ensuring that over time, the organisation's innovation efforts improve.
- Finally, in the experience of the evaluators, it may well be relevant to complement the systematic assessment of all activities with more in-depth descriptions of selected cases. Such "thick and rich" descriptions are not only powerful communication devices in terms of sharing what is being done and how things happen in concrete projects; they are also useful as reference points for more detailed learning conversations among managers and staff.

10. Conclusion and future recommendations

The following is MindLab's conclusions on the K&I Initiative's ability to sequence innovation-related activities and accompany them with support to Country Offices. This chapter is structured as follows:

We make present the overall learnings from the evaluation in response to the four main -evaluation questions.

Second, we make a range of conclusions, starting with an assessment of the current status of the K&I Initiative. For each of these conclusions, we propose a range of preliminary -recommendations for the UNDP. Then we examine what type of framework could be effective in supporting innovation in the UNDP and what learnings from the K&I Initiative may inform corporate thinking and a global framework for strategic innovation support. Finally, we conclude with our -recommendations for a systematic approach to measuring and learning.

10.1 The K&I Initiative: Success with regional variation

The success of the K&I Initiative differs throughout the region. In countries that have either been pilots, have had a project funded via the Innovation Fund or have officers on 20% engagement with the K&I Team, the initiative seems to have pushed a sustainable change. In these cases the approaches have been most successful when it comes to scaling local projects, engaging in new partnerships, obtaining increased and new funding and building the capacity to prototype. These changes have been supported by an interconnected variety of tools that have been in use to build up internal expertise in perspectives new to the UNDP and a transparency as to where it is to be found.

In some Country Offices it has led to not only innovative projects but also to a change in perspective and culture internally. The network between countries has been strengthened and external expertise is widely drawn upon. Among the countries that have adopted the innovation approaches there is an assessment that the brand of the UNDP has improved. A crucial factor has been the entrepreneurial engagement and enthusiasm in the K&I Team and the scale of the initiative. On the other hand there are countries not yet engaged in this way of working and we therefore recommend that future regional initiatives are designed to encompass the diverse levels of maturity in the region.

The main learnings concerning the key evaluation questions are:

How has the K&I Initiative contributed to developing new internal expertise?

- Through the use of social media, matchmaking, workshops and training a new working culture has emerged in front-runner offices, and a number of local experts have been educated to become a regional resource of knowledge. A number of Country Officers spend 20% of their time contributing to the K&I work.

Has the K&I Initiative led to the establishment of new funds & partnerships?

- Through the use of an Innovation Fund innovation projects have been made possible and through them new partnerships and new funding opportunities have come in place both for the UNDP and its local clients.

Has the K&I Initiative resulted in the design of new services and products?

- Along those same lines projects have been carried out that took a radically alternative approach and came out with new results. There is an experienced spill-over effect both within the region and on a smaller scale globally.

To what extent has the K&I Initiative had an impact on corporate/global culture, rules and procedures?

- Corporate rules and procedures have been challenged by mainly the use of an informal approach and the use of social media for sharing.

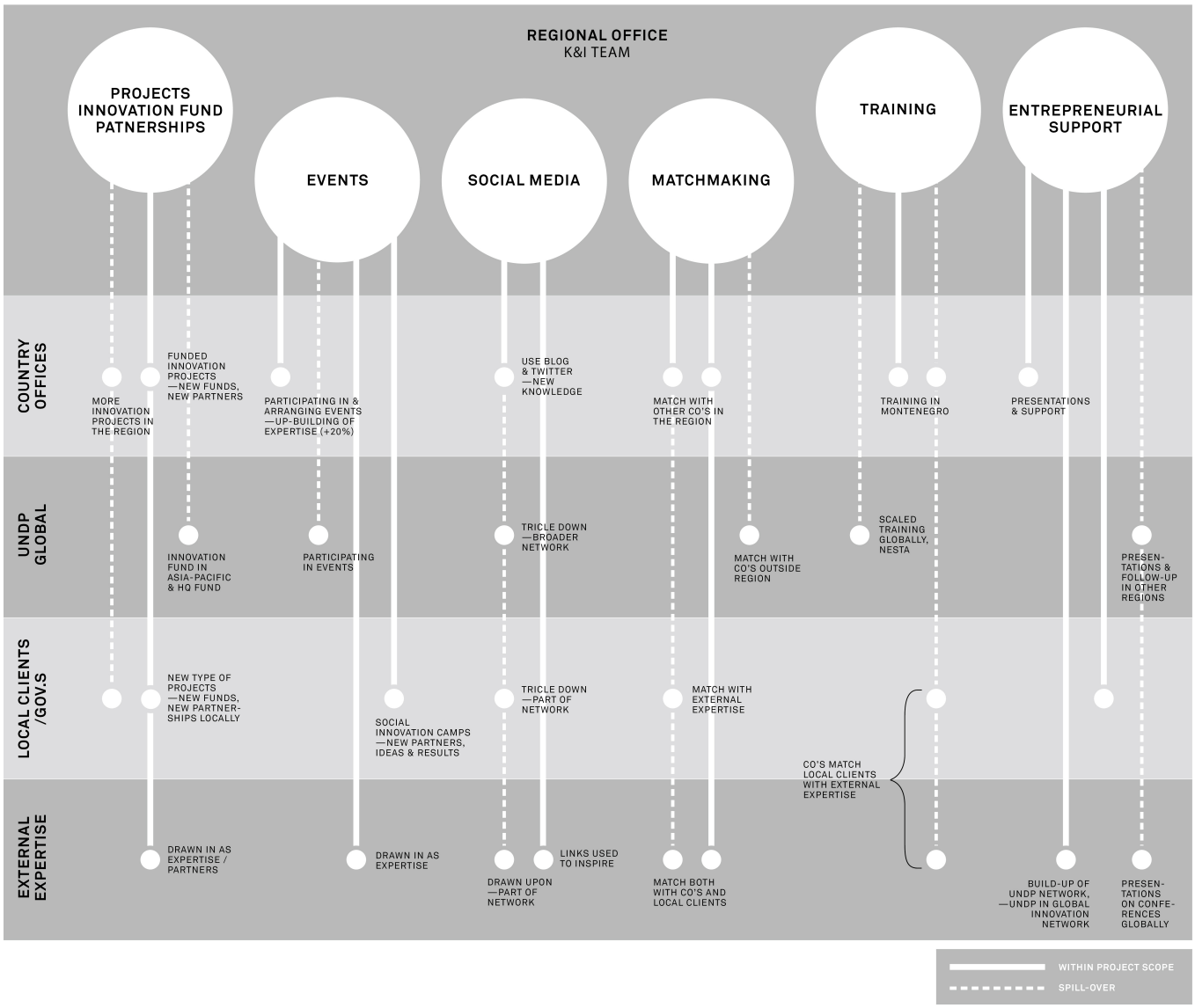


Figure 7: Initiatives and Effects

10.2 Status and current issues: Keeping the momentum

The current status of the initiative leaves participants insecure of the future support from the K&I Team in RBEC. The team has been diminished from four to two full-time positions, whereas the one is vacant and this is felt by the Country Offices. They value the support highly and emphasize that it should be permanent and systematized. Even if there are now a number of Country Officers with extensive knowledge of different approaches there is a potential two-sided issue related to that. If their experience turns from feeling supported, incentivized, inspired and matched with the right people elsewhere to feeling less supported, the motivation can dry out. This may cause them to either leave the organization or revert to the usual ways of doing things. This leads us to propose two recommendations:

- **Maintain and strengthen an authorizing environment. As innovation-skills are in high and rising demand we recommend that the UNDP provides the right incentives to keep that expertise within the organization. Innovation springs from cooperation and sharing, but also from courage to try new ways of working. Very few people are courageous if not supported by the surrounding organization.**

- **Continue intensive use of "Voices from Eurasia". We recommend that the K&I Team continue the extended use of social media and encourage colleagues from the UNDP to write on the blog "Voices from Eurasia" as this is one of the powerful tools to support the community.**

10.3 Regional anchoring is crucial

This leads to the question of anchoring of innovation support in the UNDP. The assessment is uniformly that three elements have been crucial:

First, that the initiative was legitimized by being established as part of the UNDP system and supported from the RBEC Regional Center.

Second, that it was a regionally anchored initiative that allowed both the overview of what others were doing in the region, matchmaking, and use of other countries' expertise, and frequent personal meetings with the K&I Team.

Third, the accessibility of the K&I Team, including the physical proximity that allowed swift response to immediate needs like for instance the K&I Team´s participation in meetings with local clients and continued virtual support to teams.

On this basis we recommend:

- **Ensure continued support from RBEC Regional Center to the Country Offices building on the lessons learned up until now. It cannot be underestimated what positive difference entrepreneurial engagement from the supporting team makes.**

10.4 Differentiated effort to engage the full region

Assuming that a permanent set-up for the K&I Initiative is put into place it is recommended that RBEC Regional Center takes measure of every country´s level of maturity to be able to also engage countries that are not yet part of the initiative. One of the challenges for the project has been that in certain countries the local offices have not been able to relate the approaches to their own context. Now that there are regional examples to draw upon and Country Offices with local innovation champions it may be much more relatable than in the beginning. Moving forward it is recommended that:

- **Support should continue to the countries already working with the new approaches.**

- **The countries not yet part of the initiative should be approached with examples from the region on the basis of a concrete assessment of the level of maturity. Specifically each country should be pre-matched with a front-runner country from the region.**

The potential challenge in this is that the regional office support must be differentiated from country to country and there needs to be extensive knowledge of the needs locally as well as an ability to simultaneously work with different levels of maturity. The figure below illustrates this approach, which addresses the issue by focusing on the region's ability to 1) Understand 2) Do 3) Scale on the basis of the innovation support.

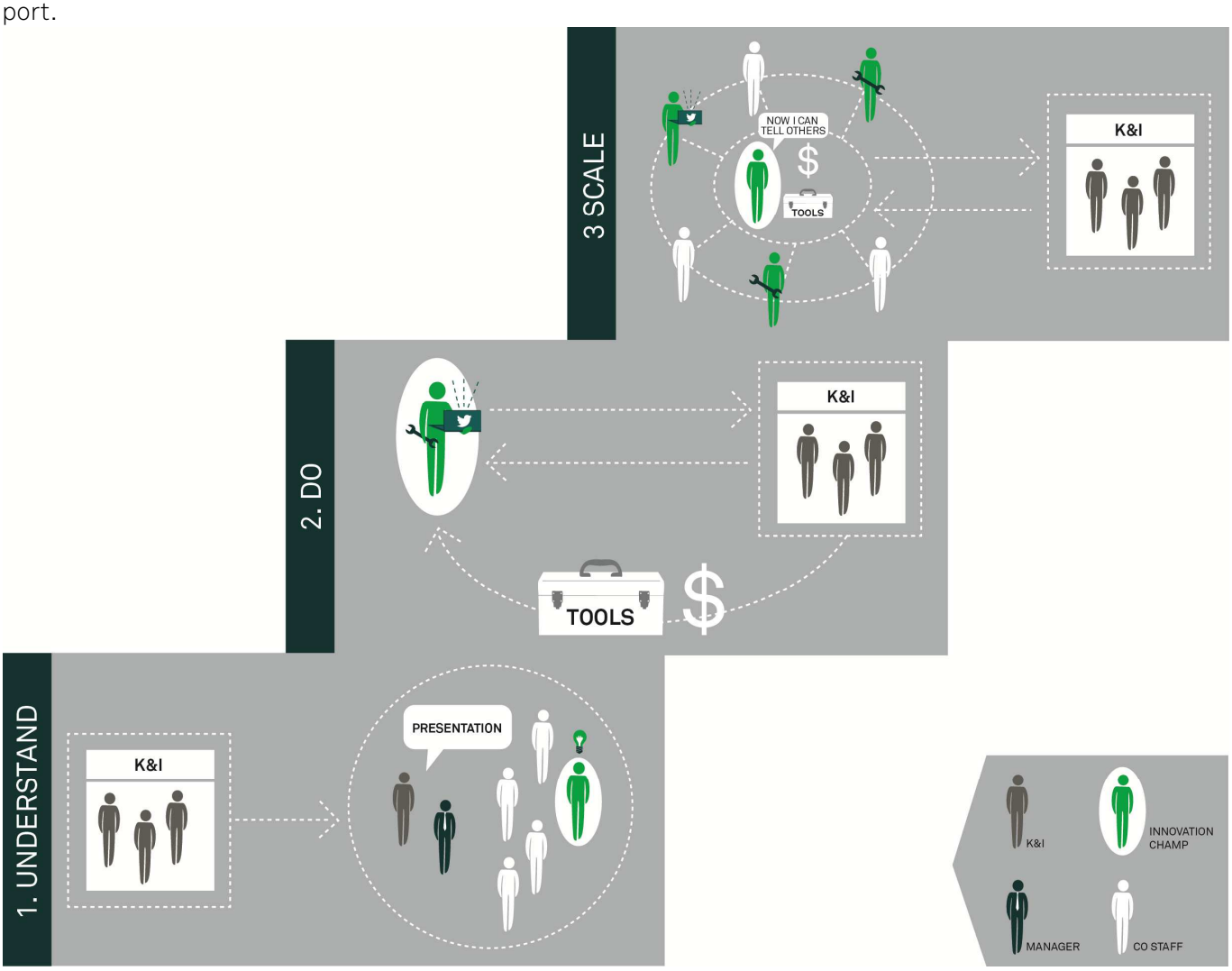


Figure 8: A Differentiated Approach based on Maturity Levels

10.4.1. Level one: Understand

Concurrently some countries are becoming still more specialized in using the methods while others are not yet engaged. A future model must address this to make sure the Country Offices are met at the right level.

A potential challenge for "new" countries can be on how to approach the community of innovators. This needs to be addressed by distinct communication to newcomers – also for instance on the blog, on Twitter and other social media.

MindLab recommends that the K&I Team offer a Start-up Package which contains the following items and activities:

- **A personal presentation (as an intro to joint portfolio screening for entry points for innovation), either provided by the K&I Team or one of the innovation champs with extended experience or both.**

- **An easy to use Innovation Toolkit. The toolkit can consist of an introduction to the tools already developed in collaboration with Nesta combined with access to face to face advice both with the K&I team and/or external experts. This could as an example be handled as a clip-card system where the Country Officers can decide where they need further guidance and with help from K&I can be connected with the right advisors.**

- **Furthermore the toolkit could provide the "new" countries with a simple on-line collection of specific examples of tools used in connection with projects. Today these examples reflections are often shared on social media most often on the blog and Twitter and an overview is hard to gain- especially if new to the tools and approaches. An overview of good articles and examples of the methods used within the region would be especially helpful for those not already an active part of the community, but also to those already engaged.**

- **A study visit to one of the experienced Country Offices or a visit to external partners with the relevant knowledge or experience can be considered as a flexible option where considered relevant.**

- **Advice from the K&I Team on explaining the innovation framework locally.**

Looking to the conclusion that support by management has been crucial for the -successful countries, it is recommended that direct action is taken to work with managers in "new" countries. As a minimum the management level in "new" countries should be obliged to be present at the kick off presentation.

10.4.2 Level two: Do

MindLab recommends that:

- **The innovations champs are now capable of doing innovation projects themselves. The K&I Team shall continue the strategic building of innovation expertise within the region. The innovation champs should be supported by the K&I Team in becoming even more specialized.**

- **The innovation champs should be provided with tools, access to funding, the possibility of becoming part time K&I contributors, receive backup from the management level and be matched with external experts e.g. through in-residence programmes.**

These efforts will heighten the level of knowledge within the UNDP and strengthen the collaboration be-

tween countries as the UNDP will have its own growing community of innovation experts. A formalized support of this group will not only further strengthen the skills of the individuals, it will also raise the long-term likelihood that they can be retained in the organization. At the same time, expanding this group will make the UNDP less vulnerable to the potential loss of expertise that comes with having attractive employees. A potential challenge can be that building up capacity and expertise to a critical mass takes time. There is a need for addressing the issue of retaining the current group of experts as they will be crucial as peers in expanding the group.

10.4.3 Level three: Scale

Taking the organization to the next level and scaling the approach to more Country Offices within the region requires further backup to the innovation champs. MindLab recommends that:

- **The K&I Team and the local innovation champs collectively and systematically spread their experience to others.**

- **Continuation of the up-build of the regions internal expertise by matching people and challenges with internal and external experience and expertise (including continuing, scaling and formalizing of the 20% scheme).**

- **There should be continued matchmaking of countries with similar challenges, providing the innovation champs with training in presentation techniques, and encouraging them to share concrete results from their own region (for instance using the case narratives suggested concerning measurement; see below). Additionally, countries new to the approach should be provided with the proposed Innovation Toolkit so they easily can teach others how to carry out the methods.**

- **Furthermore access to funding is crucial.**

These recommendations should be formalized to secure management backing locally and a more systematic spread of innovation activities.

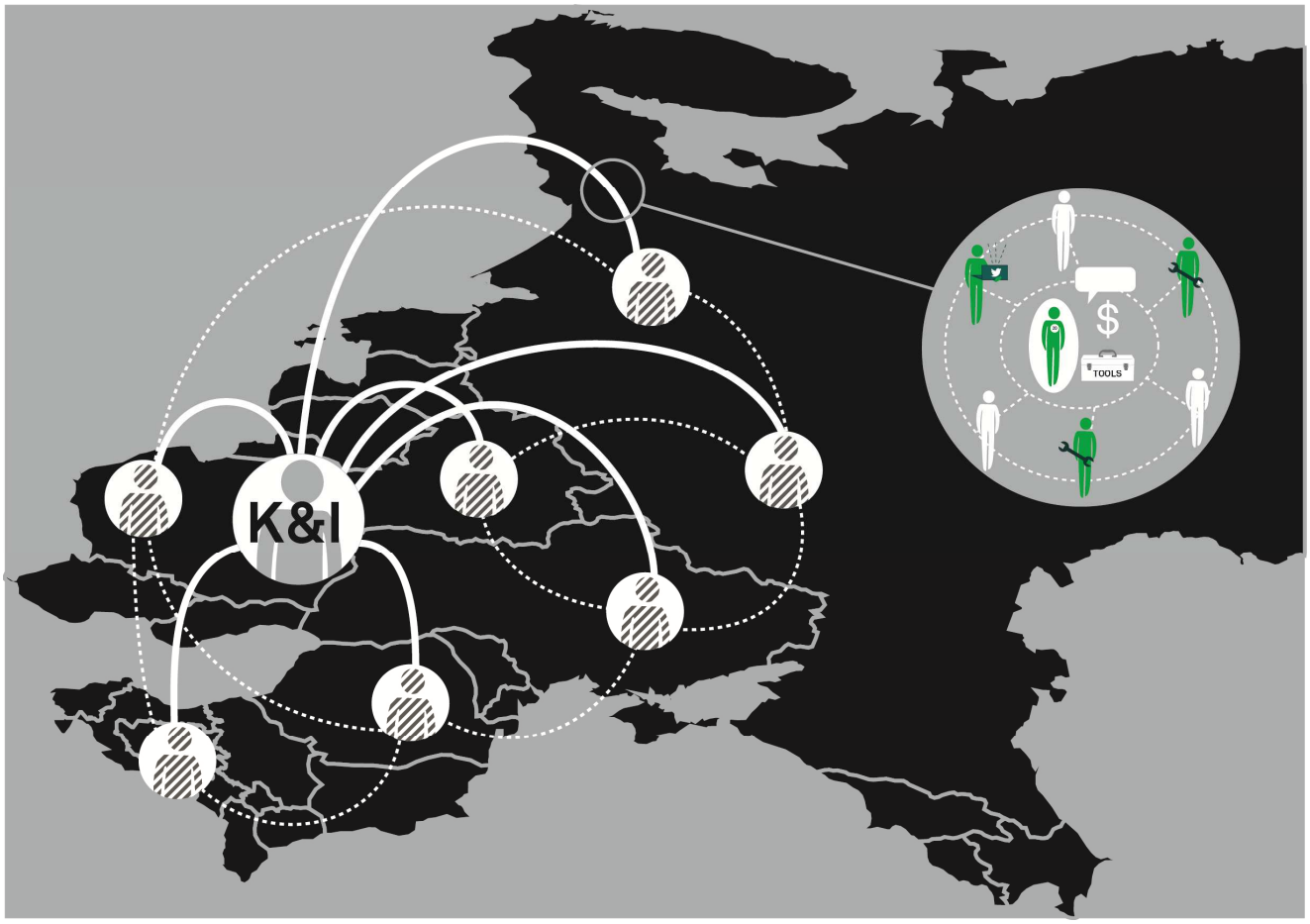


Figure 9: Scaling within the Region

10.5 World wide scale and facilitation by Headquarters

We find that the success of the K&I Initiative warrants that the UNDP now raises the level of ambition with regard to innovation support. It would therefore be highly natural that the UNDP considers if and how to scale the K&I Initiative beyond the Eurasian region. If the organization is to benefit globally from innovative approaches a structure fitted to support regional and local flexibility – taking account of the differentiation in culture and maturity levels – is necessary. A formalized structure must focus on the creation of an easy flow and spread of knowledge within and across regions and on sharing and continuously building up skills. MindLab recommends that:

- **Besides regional K&I offices, Headquarters should take on a facilitating role that holds the overview of skills and experiences in the different regions, and puts this knowledge to active use. In the same way that the K&I Team has worked extensively with matchmaking between countries, Headquarters can act as a matchmaker between regions.**

A potential dilemma to be considered here is the balance between the incentive and motivation in self-initiated efforts on the one hand, and formal structures and processes on the other hand.

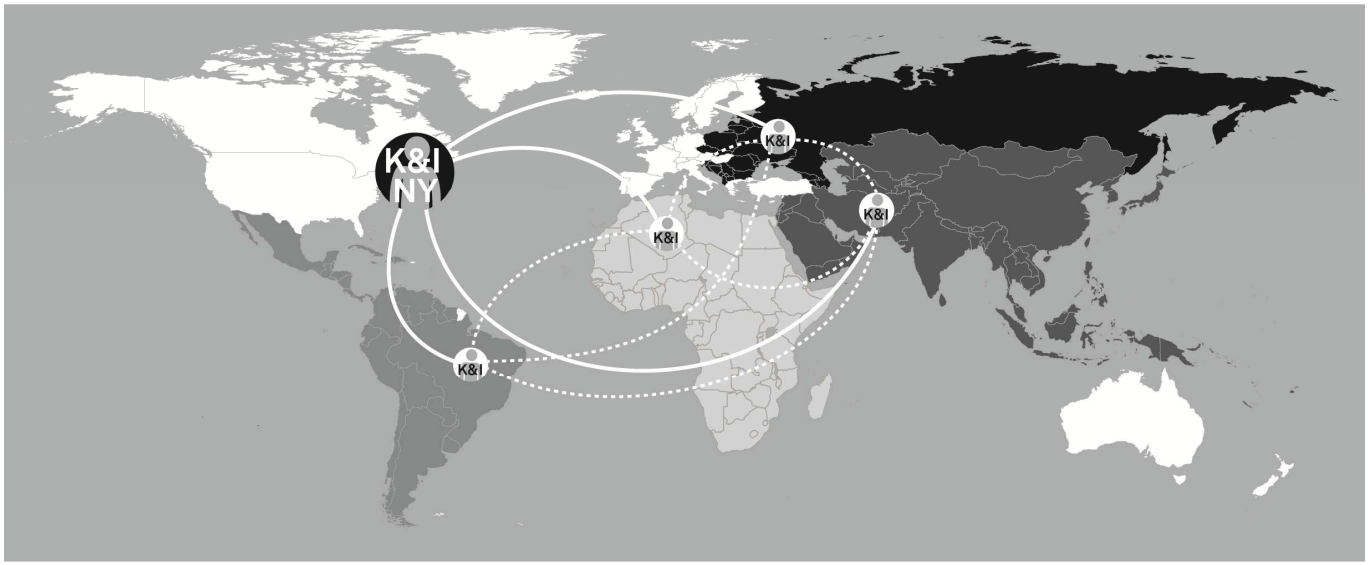


Figure 10: Global Scaling

10.6 Incentives at management level should be formalized and innovation skills built-in

Building on the conclusion that support from management has proven to be important, it is obvious to consider how such support can be incentivized and supported in the future. As it is not an integral part of the UNDP culture or incentive-system to experiment and take risks there is a need to build this more formally in.

- **MindLab recommends that besides actively and on an on-going basis highlighting the successes, an option could be to introduce incentives around professional development and creation of space to learn something new also on management level. It could for instance be a formalized introduction of a yearly Innovation Contest where the winners are awarded at the yearly management meeting. Such contests can help build awareness, prestige and appetite for increased innovation activity across the UNDP.**

- **Another important and long-term step to be taken is revising the criteria for promotion to manager. If new managers have to prove accounts of flexibility in their solutions, entrepreneurial spirit and courage to take risks, then their support for alternative ways of thinking and doing is more likely to be a natural part of their management style. It is strongly recommended to apply such criteria in recruitment and promotion-processes.**

- **Furthermore matchmaking and peer to peer coaching between managers at the same level can support spreading experience and thus willingness to work with the new approaches.**

10.7 High level training should be an integrated part of the UNDP corporately

To ensure capacity building in tools and techniques and support the spreading of the -methodology, training provided by high level external experts should be part of the K&I offer.

- In order to ensure long-term training capabilities within the organization, it should be considered to train internal trainers.

- It is recommended that this is done by targeting external training to the group of people who are already experts in a field, enabling them to spread their expertise from within.

A potential challenge to be aware of is that knowledge of tools and techniques does not in itself create the ability to carry out innovation projects within complex organizations. It is important that the training is followed up by concrete projects where the approaches are applied.

- **New learning opportunities should also be introduced to the management-level to ensure the backing and anchoring of innovative approaches. This could be done by providing for instance high level training/coaching from partners outside the UNDP, allowing new perspectives and wider professional networks to become within reach. The training could as an example be focused on one or multiple of the following elements depending on the specific needs:**
    - **Managing risk-taking**
    - **Embedding multiple approaches in the organization**
    - **Incentivize employees**
    - **Managing experiments**
    - **Setting and managing multi-disciplinary teams**
    - **Managing for value-outcomes for end-users rather than outputs for the organization**
    - **How to measure different types of value.**

10.8 Long-term systemic change

The idea behind the K&I Inititative's work and approach has partly been to experiment with disseminating a new form of governance promoting experimentation and flexibility in the organization. Shifting from a formal process to experimentation and prototyping and adjusting from the learnings of the process is a major change in approach. Depending on the level of ambition and the will to scale the K&I Initiative's approach, there will be a need for formalizing the new process for it to become the new UNDP standard.

For experiments and prototyping to become the rule rather than the exception across the UNDP there needs to be a transition phase. In a long-term scenario where all UNDP activities are approached in an explorative way, a dedicated Innovation Fund might be redundant. However in a future UNDP where classic programs and experimentation co-exist it is essential that there continues to be special allocated funds for innovation.

On this basis MindLab recommends:

- **That it becomes an approved and legitimate corporate policy alongside the traditional approach to prototype and experiment; the two approaches can serve to enrich each other.**

- **That the use of experiments is taken up corporately in order to collect more experience concerning the conditions under which one or the other approach is the more appropriate. As the difference between the approaches is quite radical, a step-by-step change is recommended, starting with formalizing that experiments can take place on a permanent basis and not only within the frame of the K&I Initiative, following up with the set-up sketched above.**

- **That social media also in the future play an important role and are continuously developed and used throughout the organization.**

- **That K&I introduces a measurement model that leaves room for prototyping and experimentation followed by a step-by-step introduction of the new approach and how it fits the way UNDP work with measurement corporately.**

Most of these recommendations revolve around the strengthening of innovation capacity within the UNDP. The K&I approach has had great emphasis on drawing in external expertise and with good results. The UNDP is now a player in the field of innovation and part of a rapidly expanding international network that experiments with finding the best ways of approaching complex problems. As it is a prerequisite in this type of work to be able to partner with external expertise it will also in a future model be important that the UNDP is able to do this in flexible ways. An important take-away from the K&I Initiative is that open engagement with external experts and organisations rather than pure procurement has been very powerful.

- **We recommend that the UNDP continue the process of reviewing the existing procurement processes to gear them to a more flexible use of and cooperation with external partners.**

10.9 A systematic approach to measuring and learning

We conclude that the K&I Initiative has been characterized by a relative absence of systematic and structured collection and reporting of data on the performance of the various dimensions of support. We suggest that future centers of innovation support in the UNDP organizations should build a systematic approach to measuring and learning from their efforts. Concretely, we suggest that:

- **Measurement of innovation mainly takes a performance measurement and learning approach, which focuses on obtaining rapid, systematic feedback from stakeholders on concrete innovation activities.**
- **K&I introduces a measurement framework with focus on how to work with rapid prototyping and measurement step-by-step, moving from focus on long term effect to measurable elements along the way.**
- **The measurement of projects and activities is carried out at local level using a comprehensive framework, and at regional level via a questionnaire to local projects.**
- **Data is interpreted and discussed at regular management meetings, and the findings shared widely with the relevant internal stakeholders.**
- **The performance measurement and learning system is supplemented regularly by a few selected case 'narratives' in order to communicate to wider audiences.**

We would recommend that in order to ensure that the necessary processes are put in place and in fact carried out, clear responsibility is placed for these tasks:

- **A member of the K&I Team should be responsible for data collection and analysis.**
- **A member of the management team should have the explicit responsibility for planning, moderating and following up on the performance and learning conversations.**
- **The K&I Team should offer training in how to build baselines for early prototypes and collect the right data while doing so.**

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Evaluation of the initiative “Knowledge and Innovation in the Europe and CIS Region 2012/2013”

Annexes

December 2014

MIND LAB

12. Annexes

Annex A: ToR for evaluation
Annex B: List of respondents
Annex C: Request for proposal
Annex D: MindLab proposal
Annex E: Glossary
Annex F: Code of conduct

Annex A
ToR for evaluation

Annex 4

Terms of Reference
Evaluation of the Knowledge and Innovation initiatives, time period: 2012-2013
Bratislava Regional Center

Background and context

UNDP's corporate strategy is to become a solution-oriented, knowledge based organization. Yet the knowledge and innovation capacity remained limited within the Europe and CIS region until several years ago. This gap is all the more significant in the context where most UNDP partners are increasingly sophisticated middle income countries with growing demand for innovative solutions.

The UNDP Regional Bureau for Europe and CIS (BRC) established the Knowledge and Innovation practice that, as a response to this gap. The Practice designed a regional project on Knowledge and Innovation 2012/2013 that served as an umbrella for a variety of initiatives that were implemented in the ensuing period. Project's primary beneficiaries were the BRC and UNDP Country Offices staff, with secondary beneficiaries being the national and regional/local level partners in the ECIS region. The two year project served as the regional 'umbrella initiative' for the recently established K&I practice and defined its key service lines, expected outputs and results.

In addition, the K&I practice put in place a number of mechanisms in order to utilize innovation as a mechanism to design new business products and services, and help position COs better in a new development context. These included but are not limited to: (i) Research and Development annual events exploring the cutting edge topic that is trending globally (e.g. behavioral science and policy, complexity development) in an effort to design new generation of services; (ii) Innovation Fund-capacitating COs to develop rapid prototyping capabilities.

The practice put in place essentially the first effort of its kind to capacitate clients in the Europe and CIS region to respond to the growing demand for innovative solutions in a range of development contexts, working on achieving three outputs: building a distributed knowledge and innovation capacity in BRC and across the region; establishing an innovation hub and rapid prototyping capacities, and positioning UNDP and its experts as thought leaders in the dialogue on the key sustainable development issues in the region. Subsequently and as one of the direct results of this project, the innovation agenda corporately has expanded and is one of the major priorities in the UNDP Strategic Plan 2014-2017.

Evaluation purpose

This is the first evaluation of the innovation-related activities in ECIS region (not surprising since the 2012/2013 knowledge and innovation project and K&I practice was the first innovation-related intervention not only in the region but corporately). The results of these initiatives will feed into and inform the new regional project on innovation. Additionally, since the implementation of the 2012/2013 knowledge and innovation project and other innovation-related activities positioned RBEC as the corporate leader in innovation, the results of the evaluation could serve to further inform corporate thinking on how to better design and provide innovation-related services.

Evaluation scope and objectives

It is within this context that the K&I practice at the BRC is seeking for a supplier who would evaluate the initiatives of the Knowledge and Innovation practice in the period between 2012/2013 across a range of different dimensions. Since the Europe and CIS is perceived as a leader in driving the innovation agenda, the evaluation seeks to be forward looking in so far as it would use the lessons from the 2-year efforts as

building blocks for designing more effective innovation services within the context of the new Strategic Plan and the regional project document.

Evaluation questions

The following are the main questions that should drive the evaluation:

1. **To what extent has the K&I project and related activities resulted in:**

(i) Country Offices designing new services and products across different program areas?

(ii) Country Offices establishing new partnership that increased both the profile and new insights into our work

(iii) Country Offices mobilizing new funds for key program areas

(iv) UNDP Europe and CIS (both the BRC and Country Offices in the region) developing internal expertise in a number of new areas of potential interest to our clients

(v) Impacted corporate/global rules and procedures

2. What specific **dimensions of support** from BRC (K&I team that managed the project) to COs (the clients) proved to be critical in achieving results? What should that support look like moving forward, within the context of the Regional Program Document and the new UNDP Strategic Plan?

The experience of running the K&I project and related activities of the K&I practice, and seemingly experience of many other outfits working on innovation-related agenda show that a more traditional corporate systems and processes may not be the most suitable mechanisms for running, monitoring and evaluating innovation-related activities – that is the work that implies perpetual experimentation with high failure rates in order to obtain more evidence and understand feasibility of different new approaches. In this context, three questions emerge:

3. What type of a **framework is suitable for innovation-related activities that would ensure collection of rigorous evidence about the impact of innovation without thwarting innovation** itself from the get go? (how do we put in place 'circuit breakers').
4. Moving forward, has the project managed to **sequence innovation-related activities** with accompanying support to Country Offices?
5. What lessons has the project uncovered that may inform **corporate thinking around innovation**?

Evaluation products (deliverables):

- **Report** based on in-depth qualitative study of the project's and related activities' result based on the defined questions and focusing on **methodology employed for evaluation, the findings, and recommendations for the future**
- **Prototype designed of what future support service from BRC to COs** could look like, based on the findings
- **Prototype designed of a framework for measurement and evaluation** of innovation-related activities

Required competencies

- At least 10 years of experience and expertise in integrating innovation in the context of international development organizations and public administration (national and local level)
- At least 10 years of experience and expertise in setting up evaluation mechanisms for innovation-related activities, with specific focus to policy making and development

- At least 10 years of experience and experience with the use of qualitative methods of research, evaluation and prototyping, with specific experience in applying these methods to innovation-related capacities
- Deep understanding of what mechanisms move intended policy to praxis.

Implementation arrangements
The contractor will conduct the evaluation under the supervision of the knowledge and innovation specialist with the mandatory briefing and de-briefing sessions with the Project Management Board of the 2012/2013 knowledge and innovation project and the Knowledge and Innovation practice.

Evaluation resources
The contractor will have access to all necessary staff, partners and individuals who have taken part in or benefited from the innovation-related activities, project beneficiaries, along with all the other documentation, blogs, prototypes, and any other deliverables or results that were the consequence of the project. Overall, the contractor will be expected to brief and de-brief with members of the Project Management Board (3 heads of UNDP offices in the region), a community of practice of knowledge and innovation practitioners in the region, and various program teams within the regional center who are the main clients of the Knowledge and Innovation practice (in large part, the scope will depend on the proposed methodology from the contractor and based on the project document provided in an annex of this ToR). The detailed plan for carrying out the evaluation will be contingent upon the proposed methodology by the supplier, worked out and agreed with the knowledge and innovation specialist. In addition, the 2012/2013 knowledge and innovation is one of the annexes of this ToR, providing an overview of different themes that it covered in a 2-year period.

Evaluation ethics
The Evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' including but not limited to safeguarding the rights and confidentiality of information providers, for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

Reporting: The contractor will work under the coordination of and report to UNDP Bratislava Regional Centre. While the effort will be managed out of the RBEC Regional Service Center, the BRC will ensure coordinating with the relevant Country Offices, national partners and/or any other individuals or outfits deemed necessary to be included in the process of evaluating the impacts of the project and answering specific evaluation questions.

Annex B
List of respondents

List of respondents

K&I Team

- 1 Former Knowledge and Innovation Initiative Leader
- 1 Representative from the Knowledge and Innovation Team

Country Officers

- 1 Country Officer, UNDP Armenia
- 1 Country Officer, UNDP Egypt
- 1 Country Officer, UNDP Kazakhstan
- 1 Country Officer, UNDP FYR Macedonia
- 1 Country Officer, UNDP Moldova
- 2 Country Officers, UNDP Montenegro
- 1 Country Officer, UNDP Uzbekistan

Local clients

- 1 Dean of Faculty of Computer Science and Engineering and co-lead of the Macedonian Regional Hub for Social Innovation
- 1 representative from the Be Responsible Team in Montenegro
- 1 representative from the Government of Montenegro

Headquarters

- 1 representative from Post 2015 team, Headquarters
- 1 representative from Bureau for Development Policy, Knowledge, Innovation and Capacity Group

Annex C
Request for proposal

REQUEST FOR PROPOSAL (RFP)

UNDP Bratislava Regional Centre ***Grosslingova 35, 811 09 Bratislava, Slovak Republic***	DATE: March 5, 2014
	REFERENCE: 2014/06/RFP – Evaluation of the Knowledge and Innovation initiatives in the time period 2012/2013, ECIS Regional Service Center Istanbul (Bratislava)

Dear Sir / Madam:

We kindly request you to submit your Proposal for **2014/06/RFP – Evaluation of the Knowledge and Innovation initiatives in the time period 2012/2013, ECIS Regional Service Center Istanbul (Bratislava).**

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **16:00 CET, March 24, 2014** via courier mail to the address below:

United Nations Development Programme
UNDP Bratislava Regional Centre, Grosslingova 35, Bratislava 811 09, Slovakia
Miroslav Hrenovcik
miroslav.hrenovcik@undp.org

Your Proposal must be expressed in the English, and valid for a minimum period of 120 days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: http://www.undp.org/procurement/protest.shtml.

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link: http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Zuzana Cerna
Administrative Analyst
3/5/2014

Annex 1

Description of Requirements

Context of the Requirement	UNDP's corporate strategy is to become a solution-oriented, knowledge based organization. Yet the knowledge and innovation capacity remained limited within the Europe and CIS region until several years ago. This gap is all the more significant in the context where most UNDP partners are increasingly sophisticated middle income countries with growing demand for innovative solutions. The UNDP Regional Bureau for Europe and CIS (BRC) established the Knowledge and Innovation practice that, as a response to this gap, designed and ran a 2012/2013 Knowledge and Innovation project. Project's primary beneficiaries were the BRC and UNDP Country Offices staff, with secondary beneficiaries being the national and regional/local level partners in the ECIS region. The two year project served as the regional 'umbrella initiative' for the recently established K&I practice and defined its key service lines, expected outputs and results. The project was essentially the first effort of its kind to capacitate clients in the Europe and CIS region to respond to the growing demand for innovative solutions in a range of development contexts, working on achieving three outputs: building a distributed knowledge and innovation capacity in BRC and across the region; establishing an innovation hub and rapid prototyping capacities, and positioning UNDP and its experts as thought leaders in the dialogue on the key sustainable development issues in the region. Subsequently and as one of the direct results of this project, the innovation agenda corporately has expanded and is one of the major priorities in the UNDP Strategic Plan 2014-2017.
Implementing Partner of UNDP	UNDP Bratislava Regional Centre
Brief Description of the Required Services	**Evaluation purpose** This is the first evaluation of the innovation-related activities in ECIS region (not surprising since the 2012/2013 knowledge and innovation project was the first innovation-related intervention not only in the region but corporately). Its results will feed into and inform the new regional project on innovation. Additionally, since the implementation of the 2012/2013 knowledge and innovation project and related activities have positioned RBEC as the corporate leader in innovation, the results of the evaluation could serve to further inform corporate thinking on how to better design and provide innovation-related services. **Evaluation scope and objectives** It is within this context that the K&I practice at the BRC is seeking for a contractor who would evaluate the knowledge and innovation activities in the time period of 2012/2013 across a range of different dimensions. Since the Europe and CIS is perceived as a leader in driving the innovation agenda, the evaluation seeks to be forward looking in so far

	as it would use the lessons from the 2-year project and a 2-year activities of the Knowledge and Innovation practice as building blocks for designing more effective innovation services within the context of the new Strategic Plan and the regional project document. **Evaluation questions** The following are the main questions that should drive the evaluation: **1. To what extent has the K&I project and related activities resulted in:** (i) Country Offices designing new services and products across different program areas? (ii) Country Offices establishing new partnership that increased both the profile and new insights into our work (iii) Country Offices mobilizing new funds for key program areas (iv) UNDP Europe and CIS (both the BRC and Country Offices in the region) developing internal expertise in a number of new areas of potential interest to our clients (v) Impacted corporate/global rules and procedures 2. What specific **dimensions of support** from BRC (K&I team that managed the project) to COs (the clients) proved to be critical in achieving results? What should that support look like moving forward, within the context of the Regional Program Document and the new UNDP Strategic Plan? The experience of running the K&I project and related activities, and seemingly experience of many other outfits working on innovation-related agenda show that a more traditional corporate systems and processes may not be the most suitable mechanisms for running, monitoring and evaluating innovation-related activities – that is the work that implies perpetual experimentation with high failure rates in order to obtain more evidence and understand feasibility of different new approaches. In this context, three questions emerge: 3. What type of a **framework is suitable for innovation-related activities that would ensure collection of rigorous evidence about the impact of innovation without thwarting innovation** itself from the get go? (how do we put in place 'circuit breakers'). 4. Moving forward, has the project managed to **sequence innovation-related activities** with accompanying support to Country Offices? 5. What lessons has the project uncovered that may inform **corporate thinking around innovation**?
List and Description of Expected Outputs to be Delivered	**Evaluation products (deliverables):** • **Action plan specifying timelines, deadlines, and necessary resources** (eg. documents, resources, individuals, outfits, etc) • **Report** based on in-depth qualitative study of the project's result

	based on the defined questions and focusing on **methodology employed for evaluation, the findings, and recommendations for the future** • **Prototype designed of what future support service from BRC to COs** could look like, based on the findings • **Prototype designed of a framework for measurement and evaluation** of innovation-related activities
Person to Supervise the Work/Performance of the Service Provider	*Knowledge and Innovation specialist at the BRC*
Frequency of Reporting	*In line with deliverables*
Progress Reporting Requirements	Supplier will provide a report as a part of each indicated deliverable, indicating the completed work and outlining the next steps.
Location of work	☒ At Contractor's Location
Expected duration of work	2 months
Target start date	April 10, 2014
Latest completion date	June 10, 2014
Travels Expected	n/a
Special Security Requirements	n/a
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	Facilitation of video conferences and calls to those individuals/outfits and UNDP and project staff deemed necessary by the supplier to provide feedback about the project
Implementation Schedule indicating breakdown and timing of activities/sub-activities	☒ Required
Names and curriculum vitae of individuals who will be involved in completing the services	☒ Required
Currency of Proposal	☒ United States Dollars (USD)
Value Added Tax on Price Proposal	☒ must be exclusive of VAT and other applicable indirect taxes Please note that the contract will be signed between UNDP Bratislava Regional Centre and the winning entity. For your information, we don't have Tax registration number assigned and have a status of Diplomatic mission in Slovakia. We recommend you to consult your local tax office to obtain correct information on VAT implications in this respect. The total price in the offer has to be calculated based on this information (i.e. – if VAT isn't applicable you shouldn't include it and vice versa).
Validity Period of Proposals	☒ 120 days

<table>
<tr><td>(Counting for the last day of submission of quotes)</td><td>In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.</td></tr>
<tr><td>Partial Quotes</td><td>☒ Not permitted</td></tr>
<tr><td>Payment Terms</td><td>
<table>
<tr><th>Outputs</th><th>Percentage</th><th>Timing</th><th>Condition for Payment Release</th></tr>
<tr><td>Action plan specifying timeline of activities, identification of documentation, individuals, outfits, COs, and UNDP and project staff necessary for engagement in the evaluation</td><td>10%</td><td>1 week after signing the contract</td><td rowspan="3">Within thirty (30) days from the date of meeting the following conditions:
a) UNDP’s written acceptance (i.e., not mere receipt) of the quality of the outputs; and
b) Receipt of invoice from the Service Provider.</td></tr>
<tr><td>Prototype of what future support service from BRC to COs could look like, based on the findings, and Prototype of a framework for measurement and evaluation of innovation-related activities</td><td>60%</td><td>6 weeks after signing the contract</td></tr>
<tr><td>Final evaluation report based on in-depth qualitative study of the project’s result based on the defined questions and focusing on methodology employed for evaluation, the findings, and recommendations for the future</td><td>30%</td><td>8 weeks after signing the contract</td></tr>
</table>
</td></tr>
<tr><td>Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment</td><td>Knowledge and Innovation Specialist</td></tr>
<tr><td>Type of Contract to be Signed</td><td>☒ Contract for Professional Services</td></tr>
<tr><td>Criteria for Contract Award</td><td>☒ Highest Combined Score (based on the 70% technical offer and 30%</td></tr>
</table>

price weight distribution)
☒ Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criteria and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.

Criteria for the Assessment of Proposal

Technical Proposal (70%)

Summary of Technical and Financial Proposal Evaluation		Points Obtainable	Company / Other Entity				
			A	B	C	D	
1.	Expertise of Firm / Organization submitting Proposal	15					
2.	Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan	45					
3.	Management Structure and Qualification of Key Personnel	10					
	Total for technical proposal	**70**					
	Total for financial proposal	**30**					
	TOTAL – max obtainable points	**100**					

Technical Proposal Evaluation Form 1		Points obtainable	Company / Other Entity A	B	C	D	
Expertise of firm / organisation submitting proposal							
1.1	Reputation of Organisation and Staff (Competence / Reliability) / Previous work for major multilateral/ or bilateral programmes/ References and Twinning with other governments	2.5					
1.2	Previous expertise and experience in mainstreaming innovation in public sector	10					

	(national/local level), international development, setting up and running evaluation and monitoring systems for innovation-related initiatives							
1.3	Demonstrated experience in setting up and running innovation-related support to various business units, and cooperation with key stakeholders from government institutions, NGOs, international organizations, local governments, etc	2.5						
Total Part 1		15						

Technical Proposal Evaluation Form 2		Points Obtainable	Company / Other Entity				
			A	B	C	D	
Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan							
2.1	Is the scope of methodology, especially pertaining to the specificity of innovation-related work, focus on designing innovation-related M&E systems well defined and does it correspond to the TOR?	13					
2.2	Are the proposed logistics arrangements appropriate and do they correspond to the ToR?	2					
2.3	Is the proposal built on experience in integrating innovation in public service and international development, prototyping various forms of support and establishing innovation-related systems?	15					
2.4	Does the proposal indicate expertise in prototyping and	15					

	setting up various types of innovation-related monitoring and evaluation methods, based on a range of qualitative methods of research and practical experience?							
	Total Part 2	45						

Technical Proposal Evaluation Form 3		Points Obtainable	Company / Other Entity				
			A	B	C	D	
Management Structure and Qualification of Key Personnel							
3.1	Project Manager has minimum of 10 years of international experience, experience, knowledge of methodologies applied in the field of marginalized groups in policy making process via mixture of online and off line methods for policy design	5					
3.2	Relevance, qualification and reputation of proposed external or internal experts involved in the project, language skills (English)	5					
	Total Part 3	10					

☒ Expertise of the Firm 15%
☒ Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 45%
☒ Management Structure and Qualification of Key Personnel 10%

Financial Proposal (30%)

The price proposal of all contractors, who have attained minimum 70% score in the technical evaluation, will be compared. This comparison will be based on:

a) the evaluation of the price based on the merit point system
   - After the financial proposals are opened, a list of prices is prepared. The lowest price is ranked as the first one

	(receiving the highest amount of points) and the most expensive as the last one (receiving the least amount of points). • The lowest price is given maximum points (30), for other prices the points are assigned based on the following formula: [amount of points = lowest price/second lowest price*30] An example: - Offeror A – the lowest price ranked as 1st in the amount of USD 500 - Offeror B – the second lowest price ranked as 2nd in the amount of USD 1 000 points assigned to A = 30 points assigned to B: formula: A/B * 30 = 500/1000 * 30 = 15 points [B gets 15 points].
UNDP will award the contract to:	☒ One and only one Service Provider
Annexes to this RFP	☒ Form for Submission of Proposal (Annex 2) – **PLEASE PROVIDE FINANCIAL OFFER IN SEPARATE SEALED ENVELOPE** ☒ General Terms and Conditions (Annex 3)[1] ☒ Detailed TOR (Annex 4) ☒ Price schedule (Annex 5) **In addition to the hard copy, please also provide all the information on CD-R (CD-R with technical offer must be submitted separately in the envelope with technical offer, the same is for the financial offer).**
Contact Person for Inquiries (Written inquiries only)[2]	*Miloslava Bindasova* *Procurement Associate* *milka.bindasova@undp.org* Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.
Other Information *[pls. specify]*	

[1] *Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.*

[2] *This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.*

Annex 2

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery[3])

[insert: *Location]*.
[insert: *Date]*

To: [*insert: Name and Address of UNDP focal point]*

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the **2014/06/RFP – Evaluation of the 2012/2013 Knowledge and Innovation project, ECIS Regional Service Center Istanbul (Bratislava).** dated 3/4/2014 , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;
b) Business Licenses – Registration Papers, Tax Payment Certification, etc.
c) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;
d) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.
e) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

C. Qualifications of Key Personnel

[3] *Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes*

If required by the RFP, the Service Provider must provide:

a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
b) CVs demonstrating qualifications must be submitted if required by the RFP; and
c) Written confirmation from each personnel that they are available for the entire duration of the contract.

[Name and Signature of the Service Provider's Authorized Person]
[Designation]
[Date]

Annex 3

General Terms and Conditions for Services

1.0 LEGAL STATUS:

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP). The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNDP or the United Nations.

2.0 SOURCE OF INSTRUCTIONS:

The Contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of its services under this Contract. The Contractor shall refrain from any action that may adversely affect UNDP or the United Nations and shall fulfill its commitments with the fullest regard to the interests of UNDP.

3.0 CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES:

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4.0 ASSIGNMENT:

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNDP.

5.0 SUB-CONTRACTING:

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNDP for all sub-contractors. The approval of UNDP of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform to the provisions of this Contract.

6.0 OFFICIALS NOT TO BENEFIT:

The Contractor warrants that no official of UNDP or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

7.0 INDEMNIFICATION:

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNDP, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any

nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

8.0 INSURANCE AND LIABILITIES TO THIRD PARTIES:

8.1 The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.

8.2 The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.

8.3 The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.

8.4 Except for the workmen's compensation insurance, the insurance policies under this Article shall:

8.4.1 Name UNDP as additional insured;
8.4.2 Include a waiver of subrogation of the Contractor's rights to the insurance carrier against the UNDP;
8.4.3 Provide that the UNDP shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.
8.5 The Contractor shall, upon request, provide the UNDP with satisfactory evidence of the insurance required under this Article.

9.0 ENCUMBRANCES/LIENS:

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the UNDP against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

10.0 TITLE TO EQUIPMENT:

Title to any equipment and supplies that may be furnished by UNDP shall rest with UNDP and any such equipment shall be returned to UNDP at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNDP for equipment determined to be damaged or degraded beyond normal wear and tear.

11.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:

11.1 Except as is otherwise expressly provided in writing in the Contract, the UNDP shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or

documents and other materials which the Contractor has developed for the UNDP under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the UNDP.

11.2 To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, the UNDP does not and shall not claim any ownership interest thereto, and the Contractor grants to the UNDP a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.

11.3 At the request of the UNDP; the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the UNDP in compliance with the requirements of the applicable law and of the Contract.

11.4 Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the UNDP, shall be made available for use or inspection by the UNDP at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to UNDP authorized officials on completion of work under the Contract.

12.0 USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNDP OR THE UNITED NATIONS:

The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNDP, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNDP or THE United Nations, or any abbreviation of the name of UNDP or United Nations in connection with its business or otherwise.

13.0 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:

Information and data that is considered proprietary by either Party and that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract, and that is designated as confidential ("Information"), shall be held in confidence by that Party and shall be handled as follows:

13.1 The recipient ("Recipient") of such information shall:

13.1.1 use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate; and,

13.1.2 use the Discloser's Information solely for the purpose for which it was disclosed.

13.2 Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 13, the Recipient may disclose Information to:

13.2.1 any other party with the Discloser's prior written consent; and,

13.2.2 the Recipient's employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls controls it, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under the Contract, provided that, for these purposes a controlled legal entity means:

13.2.2.1 a corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; or,
13.2.2.2 any entity over which the Party exercises effective managerial control; or,
13.2.2.3 for the UNDP, an affiliated Fund such as UNCDF, UNIFEM and UNV.

13.3 The Contractor may disclose Information to the extent required by law, provided that, subject to and without any waiver of the privileges and immunities of the United Nations, the Contractor will give the UNDP sufficient prior notice of a request for the disclosure of Information in order to allow the UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

13.4 The UNDP may disclose Information to the extent as required pursuant to the Charter of the UN, resolutions or regulations of the General Assembly, or rules promulgated by the Secretary-General.

13.5 The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.

13.6 These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

14.0 FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

14.1 In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to the UNDP, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify the UNDP of any other changes in conditions or the occurrence of any event that interferes or threatens to interfere with its performance of this Contract. On receipt of the notice required under this Article, the UNDP shall take such action as, in its sole discretion; it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.

14.2 If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, the UNDP shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.

14.3 Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force.

14.4 The Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Contractor must perform in or for any areas in which the UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute force majeure under the Contract..

15.0 TERMINATION

15.1 Either party may terminate this Contract for cause, in whole or in part, upon thirty (30) days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16.2 ("Arbitration"), below, shall not be deemed a termination of this Contract.

15.2 UNDP reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNDP shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

15.3 In the event of any termination by UNDP under this Article, no payment shall be due from UNDP to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.

15.4 Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the UNDP may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate this Contract forthwith. The Contractor shall immediately inform the UNDP of the occurrence of any of the above events.

16.0 SETTLEMENT OF DISPUTES

16.1 **Amicable Settlement**: The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

16.2 **Arbitration:** Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party's written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 32 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal

shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

17.0 PRIVILEGES AND IMMUNITIES:

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

18.0 TAX EXEMPTION

18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with the UNDP to determine a mutually acceptable procedure.

18.2 Accordingly, the Contractor authorizes UNDP to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with the UNDP before the payment thereof and the UNDP has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide the UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19.0 CHILD LABOUR

19.1 The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.

19.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, at no cost to UNDP.

20.0 MINES:

20.1 The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term "Mines" means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.

20.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNDP.

21.0 OBSERVANCE OF THE LAW:

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

22.0 SEXUAL EXPLOITATION:

22.1 The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by it or by any of its employees or any other persons who may be engaged by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all appropriate measures to prohibit its employees or other persons engaged by it from, exchanging any money, goods, services, offers of employment or other things of value, for sexual favors or activities, or from engaging in any sexual activities that are exploitive or degrading to any person. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of this representation and warranty shall entitle UNDP to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

22.2 The UNDP shall not apply the foregoing standard relating to age in any case in which the Contractor's personnel or any other person who may be engaged by the Contractor to perform any services under the Contract is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognized as valid under the laws of the country of citizenship of such Contractor's personnel or such other person who may be engaged by the Contractor to perform any services under the Contract.

23.0 AUTHORITY TO MODIFY:

Pursuant to the Financial Regulations and Rules of UNDP, only the UNDP Authorized Official possesses the authority to agree on behalf of UNDP to any modification of or change in this Contract, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in this Contract shall be valid and enforceable against UNDP unless provided by an amendment to this Contract signed by the Contractor and jointly by the UNDP Authorized Official.

Annex D
MindLab proposal

MIND LAB

Slotsholmsgade 12
1216 København K
Denmark

T + 45 3392 3144
info@mind-lab.dk

www.mind-lab.dk

Please find enclosed MindLab's proposal for 2014/06/RFP – Evaluation of the Knowledge and Innovation initiatives in the time period 2012/13, ECIS Regional Service Center Istanbul (Bratislava) in the form of the following documents:

MindLab's proposal for evaluation of the 2012/2013 Knowledge and Innovation project, ECIS Regional Service Center Istanbul (Bratislava)

Annex 1:
Confirmation of organisational registration

Annex 2:
Confirmation of the organisational affiliation of MindLab

Annex 3:
Written Self-Declaration that MindLab is not in the UN Security Council 1267/1989 List, UN
Procurement Division List or Other UN Ineligibility List.

Annex 4:
CVs of key personnel and written
confirmation of their availability for the assignment

MIND LAB

Slotsholmsgade 12
1216 København K
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PROPOSAL FOR EVALUATION OF THE 2012/2013 KNOWLEDGE AND INNOVATION PROJECT, ECIS REGIONAL SERVICE CENTER ISTANBUL (BRATISLAVA)

Copenhagen
21.03.2014

To:
United Nations Development Programme
UNDP Bratislava Regional Centre
Grosslingova 35
Bratislava 811 09
Slovakia

Dear Sir/Madam:
We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the **2014/06/RFP – Evaluation of the 2012/2013 Knowledge and Innovation project, ECIS Regional Service Center Istanbul (Bratislava),** dated 3/4/2014 , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. QUALIFICATIONS OF MINDLAB

A.a Profile - describing the nature of business, field of expertise, licences, certifications, accreditations

BACKGROUND
MindLab is a cross-governmental unit that works exclusively with innovation in the public sector through design-led methods and involvement of citizens, businesses and other key actors. MindLab addresses public challenges through a range of qualitative ethnographic and anthropological methods, combined with design methods such as rapid prototyping, experimentation and testing. The perspectives, experiences and behaviours of end-users are always the main focal point.

MindLab is an internal governmental body belonging to and primarily funded by three different ministries, including both departments and agencies, as well as one major municipality in Denmark:

- The Ministry of Business and Growth
- The Ministry of Employment
- The Ministry of Education
- Odense Municipality (3rd largest city in Denmark).

The funding, operation and governance of MindLab is established through a Collaboration Agreement between the owners.

MISSION AND STRATEGY

It is MindLab's mission to work with its owners to create change which generates the desired value for citizens, businesses and society. To carry out this mission, MindLab has three strategic objectives:

1. *Public sector innovation:* MindLab will strengthen the outcomes of public policies through systematic insight into the perspective of citizens and businesses, and active involvement of the stakeholders which can turn new ideas into practice.
2. *Change capacity:* MindLab will build knowledge about new approaches to public problems. This knowledge shall enhance the owners' competencies to take ambitious change initiatives.
3. *Visibility and legitimacy:* MindLab will work actively to qualify the public sector innovation agenda and to share the owners' role as co-creators of one of the world's leading innovation environments.

MindLab collaborates closely with senior managers and staff within the owners' organizations on the basis of a comprehensive annual Work Programme. The Programme establishes the projects, research and dissemination activities which are conducted to provide new insights, new solutions and new understandings to the owners regarding their work with policy development and policy implementation. Through this it is the ultimate goal for MindLab to contribute to positive outcomes for the users and citizens in question.

MindLab's staff has a variety of different educational and experiential backgrounds ranging from anthropologists and ethnographers over designers and sociologists to political scientists. Combined and individually MindLab's team has a highly developed understanding of the interaction between the political system and the innovative potential and practice in the public sector. Thus the staff represents strong methodological skills which are particularly focused on a broad variety of qualitative research methods and creative facilitation, prototyping and design skills. MindLab holds profound knowledge of the challenges and potentials in ensuring a positive interaction between the ideas of policy makers, the organisation and governance of public institutions, and the concrete reality of citizens and businesses.

In order to continuously develop MindLab's competencies, increase its knowledge-focused foundations and share its experiences, MindLab is an active partner in several international networks concerned with public sector innovation, new forms of governance, co-production etc. Recent examples include:

Macarthur Research Network on Opening Governance, 2014 ongoing.

The Network, which is led by New York University's Governance Lab and includes amongst others Harvard Business School, MIT and Nesta, is focused on governing democratic institutions and exploring ways to incorporate citizens in decision processes. MindLab is an institutional member.

European Design and Innovation Platform, 2014.

MindLab is expected to deliver expert members to this work, which is carried out for the European Commission's DG Enterprise, is essentially an implementation platform for the recommendations by the European Design Leadership Board (see below).

Mindlab: the conferences "How Public Design?", 2011 and 2013.
In August 2011 and again in September 2013 MindLab brought together more than 90 public sector managers, design researchers and practitioners from Denmark and abroad for a two-day conference focusing on the use of design-led methods in policy-making.

High level expert group on EU public sector innovation, 2013.
This effort was commissioned by the European Commission and resulted in the launch of the report "Powering European Public Sector Innovation: Towards a New Architecture", which sets forward a very comprehensive 1 billion EUR set of policy recommendations for strengthening public sector innovation in the European Union, its Member States and regions. MindLab's team organized a crowd-sourcing platform for generating stakeholder input and hosted a prototyping workshop to test the policy proposals with public servants at Member State level. MindLab's Director was Chairman of the Group.

Bloomberg European Mayor's Challenge, 2013 ongoing.
This programme awards EUR 5 million to the most innovative idea from more than 150 participating cities across 28 European countries. MindLab's Director is member.

Parsons Desis (Design for Environmental and Social Innovation and Sustainability) Lab, and Parsons the New School for Design in New York City, 2013 ongoing.
MindLab is institutional member and also holds a visiting scholarship at the school. The collaboration concerns the incorporation and managing of design approaches in the public sector, and has resulted in a contribution to the publication by Manzini & Staszowski (2013) "Public & Collaborative". From 2014 and onwards MindLab will be contributing to the development of additional research, including a special issue of Journal of Design Strategies.

Collaboration with Nesta (UK) on policy innovation and co-production, 2012.
Joint publication of the paper Bunt & Christiansen (2012) "Innovation in Policy" and mutual exchanges and learning.

European Design Leadership Board, 2012.
This work, carried out for the European Commission's DG Enterprise, led to the report and recommendations titled "Design for Growth and Prosperity". Mindlab team conducted a major co-design workshop for nearly 60 stakeholders, generating ideas and concepts as part of the process. MindLab's Director was member of the Board.

A.b Business Licences – Registration Papers, Tax payment Certification, etc.

Please see:

- annex 1: Confirmation of organisational registration
- annex 2: Confirmation of the organisational affiliation of MindLab

A.c Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references

MINDLAB'S MODE OF OPERATION
The vast majority of resources spent in MindLab are allocated to innovation projects carried out together with the owners. Thus, MindLab's clients are the four owners and

from time to time other, mainly public, institutions requiring the assistance that MindLab provides.

Since the establishment of MindLab a very wide range of programmes, projects and workshops have been carried out under the auspices of the unit. The scope of work has ranged from detailed service design of the interactions between citizens and local government, over strategic policy projects for central ministries, to high-level external engagements with other governments and international organisations. This track record demonstrates that MindLab's staff holds the competencies, motivation and interest in taking on and successfully carry out the kind of tasks that the UNDP is now requiring.

NOTE ON FINANCIAL ESTIMATES

MindLab's position as an internal government unit means that internally conducted projects are not funded by individual financial allocations, but carried out under MindLab's overall annual budget. This implies that we cannot provide a financial estimate for these tasks but instead can indicate the approximate total person-weeks used by MindLab staff to carry out the task.

With regards to externally commissioned work, this falls in two categories: Some of these tasks, especially before 2012, have been conducted pro bono, whereas since 2012 the point of departure has been that MindLab receives a fee in accordance with Danish government rules for externally funded activities.

Please see our selected external and internal references below.

SELECTED INTERNATIONAL REFERENCES

UNDP, Tarrytown: GMM-meet, 2014.

MindLab presented for and facilitated more than 70 senior managers through an ideation process towards pitches for proposals at the GMM-meet in Tarrytown on the UNDP strategy 2014-17.

MindLab staff: Kit Lykketoft
Contact references: Mitchell Toomey
Contract value: Approx. USD 3000

UK Cabinet Office: Support to establishing Open Policy Lab, 2014.

MindLab has supported the Open Policy Making Unit under UK Cabinet Office in setting up a new innovation unit called "Open Policy Lab". The aim of the Lab is to introduce innovative ways of doing Open Policy Making in UK central government (White Hall). MindLab helped the Open Policy Making unit to decide on strategic issues related to the design of the Lab. MindLab also supported the Lab in getting a good start with its first project on Home Office Policing.

MindLab staff: Christian Bason, Kit Lykketoft, Jakob Schjørring
Contact references: Maria Nyberg
Contract value: USD 9000

UNDP, Moldova: Driving innovation and productivity in the public sector forum, 2013.
Two day UNDP-event, where MindLab taught tools and techniques within public sector development to executives on local level and gave key notes to high-level government officials, from central and local levels of public administration, business people, civil society, leading practitioners and experts from Moldova and abroad.

MindLab staff: Kit Lykketoft, Runa Sabroe
Contact references: Victor Bodiu (Secretary General, Government of Moldova), Nicola Harrington-Buhay (UNDP Resident Representative in Moldova)
Contract value: USD 10000

UNDP, Montenegro: Budva-event on innovation, 2013.
MindLab made a presentation at the event and did one-to-one advising with country-office representatives.

MindLab staff: Kit Lykketoft
Contact references: Milica Begovic Radojevic
Contract value: USD 2500

Reykjavik University, Iceland: Training in innovation, 2011, 2012, 2013.
Two days of lecture on public sector innovation at Institute of Public Management and Politics.

MindLab staff: Runa Sabroe
Contact references: Asta Møller
Contract value: USD 3000

Bloomberg Philanthropies: Mayors Challenge Ideas Camp, New York City, 2012.
In 2012 Bloomberg Philanthropies launched the Mayors Challenge – a 9M dollars prize competition where US cities could apply with their most innovative ideas. Part of the competition was the "Ideas Camp", a two day camp where MindLab supported teams from cities with the 20 most promising ideas to take their ideas to the next level.

MindLab staff: Jakob Schjørring
Contact references: Director James Anderson
Contract value: 7 working days. Pro bono.

European School of Administration, Brussels: Training seminar for newly appointed directors in the European Union institutions, December 2013 and December 2014 (planned).
Interactive seminar on innovation leadership, based on group case discussions, focus on co-creation, design-led innovation methods, and leadership challenges in complex systems.

MindLab staff: Christian Bason
Contact references: Anna Smedeby
Contract value: USD 8000

Horizons Canada, Canadian Government, Ottawa: Workshop on policy design, 2013.
Workshop, Master Class and high-level advice on policy design and innovation for senior officials in the Canadian Federal government.

MindLab staff: Christian Bason
Contact references: Jean Kunz
Contract value: USD 3000

OECD, Observatory of Public Sector Innovation, 2012-2013.
MindLab has been working with the OECD as a part of the associate expert group to develop an Observatory of Public Sector Innovation (OPSI) which became a platform for producing, sharing and disseminating knowledge on public sector innovation. In particular, the Observatory systematically collects, categorises, analyses and shares innovative practices from across the public sector. MindLab has contributed to this work with its expertise through presentations and advisory activities.

MindLab staff: Christian Bason, Jesper Christiansen
Contact references: Marco Daglio
Contract value: Pro bono

US Office of Personnel Management's Innovation Lab, Washington DC, 2012.
Strategic advice and kick-off seminar for the Director, senior advisors, and a broad cross-section of OPM staff.

MindLab staff: Christian Bason
Contact references: Director John Berry
Contract value: Pro bono

Institute Without Boundaries, Dublin, 2012.
MindLab was invited to Dublin by the Toronto-based design school Institute Without Boundaries. Topic for the lecture was design methods.

MindLab staff: Runa Sabroe
Contact references:
Contract value: USD 650

Social Innovation Generation, Toronto and Vancouver, BC, Canada, 2011.
Workshops on policy making using design, innovation, collaboration amongst voluntary organizations.

MindLab staff: Christian Bason
Contact references: Al Etmanski (PLAN Institute, Vancouver)
Contract value: Pro bono

United Nations Institute for Disarmament Research, New York, 2010.
Contributions to workshop concerning local knowledge and design methods to drive reintegration of ex-combatants in developing countries, and to inform policy making in a broader perspective.

MindLab staff: Christian Bason
Contact references: Derek Miller
Contract value: Pro bono

SELECTED MINDLAB PROJECTS

The Ministry of the Interior and Economy: Governance Labs, 2014.

MindLab is currently conducting a major project for the Danish Ministry of Economic Affairs and the Interior as part of a strategic partnership that has been formed between the two institutions. Based on central principles for the modernization of the Danish public sector, a number of 'governance labs' are being carried out. The labs will take their starting point in specific cases that MindLab will use to explore and demonstrate how public organizations can become more productive and generate better outcomes. MindLab is working closely with different public institutions in domains such as health, social affairs and rehabilitation of ex-offenders in order to uncover their challenges and propose a range of forward-looking solutions. MindLab will continuously provide guidance to the Ministry regarding the realization of the overall project, and will also be responsible for the implementation of the first three pilot governance labs. The projects will run at least till the end of 2014, and as usual MindLab will use a broad variety of methods such as participant observation, qualitative interviewing, prototyping and design thinking. A web-enabled platform is used to facilitate internal learning and sharing of experiences, real-time, across the three governance labs.

The Danish Prison and Probation Service and the Municipality of Herning: Governance Lab no. 3 -Preventing Re-offending, 2014.

The aim is to explore and demonstrate how different actors can work together more effectively on preventing re-offending. In particular, it will make use of the user's experience as a point of departure for rethinking the governance of the service system in place for dealing with criminal offenders.

MindLab staff: Christian Bason, Kit Lykketoft, Marie Herborg Krogh
Contact references: Marie Munk, Deputy Permanent Secretary
Total contract value including 3 labs: USD 170,000

The Ministry of Employment and the Ministry of Business and Growth: Socio-economic Entrepreneurs, 2013.

The Ministry of Employment and the Ministry of Business and Growth have increased their focus on creating better conditions for socio-economic entrepreneurs in Denmark. MindLab provided knowledge about the key challenges to the Danish socio-economic entrepreneurs.

MindLab staff: Runa Sabroe
Contact reference: Anders Hoffmann
Contract value: 13,5 weeks

The National Board of Industrial Injuries: Performance Measurement Assistance, 2013.

The National Board of Industrial Injuries aims to see an increase in the number of people who remain in employment after having suffered an injury at work.Through ongoing discussions MindLab has assisted the Board in methodological work related to measuring their performance. MindLab has been the facilitator of two meetings with the Danish municipalities Randers and Esbjerg with the purpose of pointing to ways for NBII and the municipalities to work together in order to document performance quantitatively.

MindLab staff: Christian Bason, Niels Hansen
Contact reference: Steen Østergaard

Contract value: 4 weeks

The Ministry of Education: New Nordic School, 2012-2013.
New Nordic School is a development project initiated by the Danish Minister for Education. The purpose is to identify and further develop the values and innovative potentials in the future Danish system for the provision of initial education. MindLab helped identify ideas to create synergy between the schools participating in the project and the local authorities.

MindLab staff: Runa Sabroe
Contact reference: Arne Eggert, Deputy Permanent Secretary
Contract value: 50 weeks

OECD: Tax Committee Work on User Involvement and Engagement, 2012.
MindLab conducted a process to define and qualify a framework for user involvement and engagement. MindLab facilitated the process by which the framework was created with input from practical examples from the participating countries.

MindLab staff: Christian Bason
Contact references: Ronnie Nielsen (Danish taxation) or Frederik Aksnes (Norwegian taxation)
Contract value: Pro bono

Strategic Partnership with Danish National Board of Industrial Injuries, 2010-2012.
It is not possible to implement a deep-rooted strategic change within an organisation by a single project, but rather via a range of activities. This necessitates a change of attitude by a great number of stakeholders which MindLab helped the organization focus on through the partnership.

MindLab staff: Runa Sabroe
Contact reference: Anne Lind, Director
Contract value: 30 weeks

The Danish Business Authority: New Business Industry Codes - More Efficient Public Service through Digital Solutions, 2011.
The Danish Business Authority's development group, Team Effective Regulation (TER) initiated together with MindLab a cross-ministerial project on industry codes. Despite being a small part of the company registration procedure, business industry codes are a frequent source of statistical errors, pressure on public sector telephone lines and erroneous company inspections. A new solution is set to streamline authorities' procedures and strengthen their service to companies. MindLab facilitated cross-sector collaboration and also organised a business case on the results.

MindLab staff: Runa Sabroe
Contact reference: Eva Meiling, Deputy Director
Contract value: 50 weeks

The National Labour Market Authority: Digital Mentor Platform for Unemployed, 2011.
In a pre-study MindLab helped The National Labour Market Authority investigate the potentials of using the internet as a platform for digital systems for matching unemployed and mentors.

MindLab staff: Runa Sabroe
Contact references: Helle Rasmussen, Deputy Director
Contract value: 20 weeks

The Tax and Customs Administration, the National Board of Industrial Injuries and the Commerce and Companies Agency: Away with the Red Tape, 2010.
The Danish government's "Away with the Red Tape" plan has put the citizen and deregulation at the top of the agenda. The study was carried out in collaboration with the Danish Tax and Customs Administration, the Danish National Board of Industrial Injuries and the Danish Commerce and Companies Agency. MindLab used design methods as the key method on one of three studies on young citizens. The study presented solutions to improve citizens' overall experience of the public sector.

MindLab staff: Runa Sabroe
Contact references: Anne Lind, Director
Contract value: 120 weeks

The Enterprise and Construction Authority and the Ministry of Business and Growth: Growth Entrepreneurs, 2009.
Danish Enterprise and Construction Authority and the Ministry of Business and growth asked MindLab to visit a range of Denmark's best entrepreneurs to understand how government initiatives might be designed to help more growth entrepreneurs realise their businesses potential. MindLab developed new solutions using design games and ethnographic studies.

MindLab staff: Runa Sabroe
Contact references: Anders Hoffmann, Deputy Director
Contract value: 20 weeks

The National Board of Industrial Injuries: When Little Things Make a Difference, 2008-2009.
The project was about improving the possibility of getting people with industrial injuries back on the labour-market. The project involved mapping the complicated system of authorities that are involved in solving injured peoples cases as well as creating service journeys for the citizens involved. Video-taped interviews served as platform for improvements and started a year-long corporation between MindLab and the national Board of Industrial Injuries to shift their focus from solving cases to improve people´s lives.

MindLab staff: Kit Lykketoft
Contact references: Steen Østergaard Rasmussen
Contract value: 30 weeks

The Ministry of Business and Growth: Meaningful Monitoring and Helpful Guidance, 2009.
If the authorities' regulatory activities are to succeed, they need to work in harmony with the day-to-day operations of companies. Accordingly, MindLab spoke to farmers and store

managers in order to hear what they had to say about their experiences with the authorities' current enforcement efforts.
MindLab contributed to the process by bringing the experiences of enterprises with existing enforcement activities into the strategy development work.

MindLab staff: Kit Lykketoft
Contact references: Thomas Fredensborg, Deputy Permanent Secretary
Contract value: 40 weeks

Evaluation of Mindlab's work across partner ministries, ongoing since 2007.
MindLab is continually evaluating the effects that its work has within its owners' organizations. This is done on the basis of a Theory of Change. The measurements are mostly qualitative. MindLab has involved international experts in Performance Management like David Hunter (US) (2007 and 2013) and professor John Bessant (UK) (2008) in the process.

MindLab staff: Christian Bason

A.d Certificates and Accreditation – including Quality Certificates, Patent Registration, Environmental Sustainability Certificates, etc.

Not applicable.

A.e Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List

Please see annex 3: Written Self-Declaration that MindLab is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

B. PROPOSED METHODOLOGY FOR EVALUATION OF THE 2012/2013 KNOWLEDGE AND INNOVATION PROJECT, ECIS REGIONAL CENTER ISTANBUL (BRATISLAVA)

In this section we describe our understanding of the objectives and purposes of the evaluation, and our methodological considerations. We then turn to an overall description of the proposed activities, work flow and deliverables.

OBJECTIVES

The main purposes of the evaluation are 1) to identify the most valuable learnings from the knowledge and innovation initiatives taken by the Bratislava Regional Center 2012/2013; 2) to define the next steps of support and promotion of innovation in the region and 3) to further inform corporate thinking of innovation along the lines of the UNDP Strategic Plan 2014-17.

METHODOLOGICAL CONSIDERATIONS

There are many ways to approach an evaluation such as the present. However, given the explorative and very practical nature of the project, that is to be evaluated, MindLab´s assessment is that the evaluation should be similarly hands-on, qualitative and highly operational.

A key challenge with analyzing or evaluating innovation is that most people – including public managers and staff – have only relatively vague ideas about what the term means. This has for instance been the clear experience from the European Commission's attempts to measure public sector innovation via its survey-based Scoreboard exercises. Similarly, the OECDs Observatory for Public Sector Innovation has had difficulty in collecting a valid overview of innovation activities at country level. Respondents tend to answer in the abstract, and where survey categories are used there are often suspiciously uniform and high activity levels as compared with the expected. At MindLab, when we have assessed innovation dynamics and outcomes for our own organization, we therefore nearly always take a more qualitative, in-depth approach, which shifts attention to concrete activities and experiences by key people.

Whereas innovation can be hard to evaluate in itself, the take-aways and the learnings from the people involved are often valuable stepping-stones for the future. The challenge in the present project is thus to find ways of capturing concrete processes results and not least, learnings.

Given this major emphasis on learnings it is therefore very important that the evaluation builds on an engaging process designed to narrow down what generic points can be condensed from the specific experiences of the people that have been involved.

Transforming insights from qualitative involvement and data into prototypes is a delicate process which will demand close collaboration between the evaluation-team, the Knowledge and Innovation specialist in BRC and an ability on both sides to draw upon their wider teams/ organization's to ensure that the evaluation is on solid footing.
This demands practical experience with ethnographic and design methods combined with deep understanding of innovation within the public sector, evaluation methods and skills, as well as a high level of professionalism.

ACTIVITIES, TIME SCHEDULE AND DELIVERABLES

Based on the methodological considerations above, MindLab proposes the following process:

Week 17 Start workshop and action plan

1. We suggest starting with a tele-workshop with the Knowledge and Innovation specialist and any other relevant persons at the BRC. The purpose of the workshop is to:
   a. Nail down BRCs point of departure two years ago in terms of theory of change.
   b. Get BRCs immediate assessment of the overall projects and its results.
   c. Together define what initiatives (2-4) that are the more likely to be useful to take a closer look at in the qualitative analysis.
   d. Settle a list of potential interviewees for the qualitative study.

2. An action plan specifying a timeline of activities, including an interview-schedule and other touch-points of involvement of UNDP-staff.

Output: Detailed action-plan delivered by MindLab.

Week 18+19 Field work

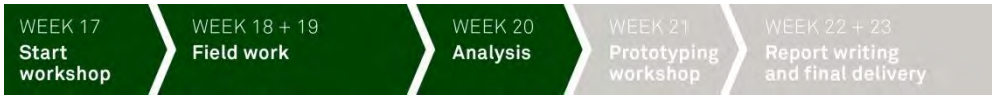
The MindLab team conducts an in-depth qualitative study of 3 initiatives/projects. There will be conducted 8-10 interviews with both staff from COs, senior managers connected to the specific initiatives, and government partners.

The main focus in the research will be what results were achieved on the grounds of what support. More specifically:

1. How the K&I project resulted in COs:
   a. designing new services/products across program areas
   b. positioning vis a vis governments
   c. mobilizing funds for key areas
   d. building capacity
   e. making learnings transparent and accessible
   f. establishing new partnerships
   g. impacting corporate rules and procedures

2. What specific dimensions of support from BRC to COs have been experienced as the more critical in achieving what results.

For a more overall assessment it may be useful to also carry out a couple of interviews in HQ, especially in terms achieving an understanding of how the learnings can best inform corporate thinking around innovation and support the UNDP Strategic Plan 2014-17.



Week 20 Analysis

The interviews are analyzed through a process of qualitative pattern recognition, and a workshop is planned. There is on-going dialogue with the Knowledge and Innovation Specialist.

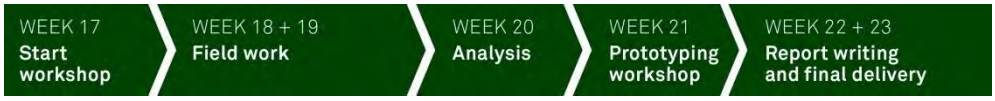
Week 21 Prototyping workshop

We use the insights from the interviews and the analysis in a workshop with the K&I specialist + a selected group of colleagues from the COs (also some representing other projects than the one looked at in the case studies):

a. Validate and enrich the findings
b. Move from the specifics to the bigger picture
c. Revisit the theory of change in this project and define the new one
d. Ideate the future, both regionally (can probably become rather specific) and corporately (probably more like a set of principles that need to be in place)
e. Build a prototype for future innovation support in the region
f. Prototype a framework for measuring and evaluating specific initiatives.

This workshop has very substantial content and may need a timeframe of two days. M&E alone can take up ½ a day. It can probably be done through telepresence or similar videoconferencing system, but the optimal set-up is without a doubt a physical meeting. It is very difficult to effectively carry out long-distance prototyping. In our experience the likelihood for a prototype to fly is proportionate with the involvement of the people who are to test it and thus it should not be solely sketched by MindLab.
Please note that the MindLab financial proposal does not encompass logistical costs for this that covers others than the MindLab-team.

Output: Prototype of what future support service from BRC to COs could look like + prototype of a framework for measurement and evaluation of innovation-related activities delivered by MindLab.



Week 22+23 Report writing and final delivery

The final deliverable is produced. The final deliverable will be a short report describing:

a. the methodology employed for the evaluation
b. the qualitative findings
c. the prototypes
d. the recommendations for the future set-up

The final evaluation report is to be delivered no later than Tuesday the 10th of June 2014 by MindLab.

C. QUALIFICATIONS OF KEY PERSONNEL

C.a Core-team

The MindLab core-team will consist of the following members of the staff:

- Deputy Director Kit Lykketoft
- Senior Project Manager Runa Sabroe
- Project Manager Marie Herborg Krogh

Kit will be leading the team and managing the project. Kit will also take practical part in all activities proposed, except the interview-phase.

Runa and Marie will take part in all the activities proposed and be in charge of the interview-phase.

Quality Assurance will be conducted by the Director Christian Bason all the way through the project. Especially there will be drawn upon Christians expanded experience on measurement and evaluation.

SUPPORT

Besides the core-team there will be potential field-work support from other members of the MindLab staff, to make sure that there is flexibility to conduct all the interviews within a rather short period of time.

MindLab's designers will be part of the prototyping phase.

There will be support from the MindLab graphic designers when setting up the final report.

There will be student-assistance support for background research, transcripts and practical assistance. Student-assistance is on a running basis.

C.b + C.c CVs and written declaration confirming availability

Please see annex 4: CVs of key personnel and written confirmation of their availability for the assignment

SIGNATURE

March 21, 2014

_____

Kit Lykketoft,
Deputy Director, MindLab

MIND LAB

Annex 1

Confirmation of organisational registration

Det centrale virksomhedsregister

Virksomhedsoplysninger

14.03.2014 13:54

Erhvervs- og Vækstministeriet
Departementet

Stamdata	
Cvr-nr:	10092485
Startdato:	12.10.1908
Ophørsdato:	
Adresse:	Slotsholmsgade 10 1216 København K Vis alle virksomheder på denne adresse
Telefon:	33923350
Fax:	
Email:	
Branche:	841300 Administration af og bidrag til erhvervsfremme
Virksomhedsform:	230 Statslig administrativ enhed
Kreditoplysninger:	
Antal ansatte:	200-499 (2. kvartal 2013) Læs mere om antal ansatte her
Reklamebeskyttelse:	Nej

Øvrige informationer

P-numre for denne virksomhed:	1003407764 (Erhvervs- og Vækstministeriet Departementet)
Offentliggørelse af erklæringer og indkaldelser:	Vis offentliggørelser

MIND LAB

Annex 2

Confirmation of the organisational affiliation of MindLab

MINISTRY OF BUSINESS AND GROWTH
DENMARK

To whom it may concern

14. March 2014
14/02574-3
mkr-dep

I hereby confirm that MindLab is an internal unit of the Danish Ministry of Business and Growth. The Ministry has Danish Registry Number (CVR) 10-09-24-85.

Yours sincerely,

Jakob Ejlers

Jakob Ejlers
Finance Manager
The Ministry of Business of Growth

MINISTRY OF BUSINESS AND GROWTH

Slotsholmsgade 10-12
1015 Copenhagen K
Denmark

Tlf. +45 33 92 33 50
Fax. +45 33 12 37 78
CVR-nr. 10092485
EAN nr. 5798000026001
evm@evm.dk

MIND LAB

Annex 3

Written Self-Declaration that MindLab is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List

MIND LAB

Slotsholmsgade 12
1216 København K
Danmark

T + 4591337187
info@mind-lab.dk

www.mind-lab.dk

Copenhagen, March 18th, 2014

To whom it may concern

Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

I hereby declare on behalf of MindLab and the Danish Ministry of Business and Growth that our organization is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

Yours sincerely,

Christian Bason
Director, MindLab

MIND LAB

Annex 4

CVs of key personnel and written confirmation of their availability for the assignment

Curriculum Vitae

Christian Bason
Director

MindLab
Slotsholmsgade 12
1216 Copenhagen K
Denmark
T +45 9139 9420
chb@mind-lab.dk
www.mind-lab.dk

PROFESSIONAL PROFILE

Christian Bason is the Director of MindLab, a cross-governmental innovation unit in Denmark. He formerly held various leadership positions in Ramboll Management, the international consultancy, including as Business Manager for the firms public organisation and policy evaluation practices. In his capacity as a consultant, Christian was a co-founder of the Danish Evaluation Society and has evaluated a very wide range of public policy and innovation programmes in particular for national Ministries and for the European Commission.

As an experienced presenter and facilitator, Christian has in recent years served as advisor to numerous public institutions around the world. He also conducts executive training for public managers and is the author of six books on citizen involvement, leadership and innovation in the public sector, including *Design for Policy* (Gower, forthcoming 2014) and *Leading public sector innovation: Co-creating for a better society* (Policy Press, 2010). Christian currently carries out doctoral research exploring how public managers engage with design-led approaches to innovation and change.

PERSONAL INFORMATION

Birthdate 16 September 1972
Married, three children
Danish and US citizen

CAREER

2007-present: MindLab, Denmark. *Director*

MindLab involves citizens and businesses to innovate public policies and services through field work, design workshops, concept development, prototyping and experimentation. MindLab's staff is multidisciplinary with competencies within anthropology, political science, humanities and design, and conducts Ph.D. projects. MindLab is owned by the Ministries of Business & Growth, Employment, and Education, and Odense municipality.

1998-2007: Ramboll Management, Denmark. *Business Manager*

Christian Bason was in 2005-2006 head of the public organisation & leadership practice of Ramboll Management, an international consultancy, and prior to this (2003-2005) head of the employment and HR policy evaluation practice. During his nearly 10 years at the company, he led a wide variety of evaluations and analyses for a range of public, NGO and private organisations at local, regional, national and international level. As part of his tenure he was stationed a year in New York City (2000-2001).

1996-1997: European Commission, Brussels, Belgium. *Intern*

Directorate-General for External Relations with North America (US Desk).

EDUCATION

2010-present: Doctoral Fellow, Leading Public Design, Copenhagen Business School, Denmark

Co-advisors from Stanford University (US), Weatherhead School of Management (US), and Oxford University Said School of Business (UK). In 2014 Visiting Scholar at Parsons the New School for Design (US).

1999: M.Sc. Political Science, Aarhus University, Denmark

1996: B.Sc. Political Science, Aarhus University, Denmark

CONTINUING EDUCATION

2008: Executive education, Strategy design in a flat world, Wharton School, University of Pennsylvania, US

2004: Executive education, Leading professional service firms, Harvard Business School, US

2000-2001: Continuing education, Change and risk management, and Leadership styles, New York University, US

SELECTED MINDLAB PROJECTS

As Director Christian has the overall responsibility for the agreement, framing, design and implementation of all MindLab's core activities, currently amounting to more than 100 design-led innovation programs, projects and workshops in the course of his tenure. Clients are primarily the owners of MindLab: Danish Ministry of Business and Growth (2007-present), Ministry of Employment (2007-present), Ministry of Education (2012-present), Ministry of Taxation (2007-2012), and the Municipality of Odense (2013-present). Additionally, MindLab has engaged in a strategic partnership on public sector modernization with the Ministry of the Economy and Interior (2012-present). MindLab conducts a few strategic activities beyond its circle of core stakeholders, some of which have been pro bono.
Among key projects can be mentioned:

2014: UK Cabinet Office: Support to establishing an Open Policy Lab

MindLab has supported the Open Policy Making Unit under UK Cabinet Office in setting up a new innovation unit called "Open Policy Lab". The aim of the Lab is to introduce innovative ways of doing Open Policy Making in UK central government (White Hall). MindLab helped the Open Policy Making unit to decide on strategic issues related to the design of the Lab. MindLab also supported the Lab in getting a good start with its first project on Home Office Policing.

2014: The Ministry of Economic Affairs and the Interior: Governance Labs

MindLab is currently conducting a major project for the Danish Ministry of Economic Affairs and the Interior as part of a strategic partnership that has been formed between the two institutions. Based on central principles for the modernization of the Danish public sector, a number of 'governance labs' are being carried out. The labs will take their starting point in specific cases that MindLab will use to explore and demonstrate how public organizations can become more productive and generate better outcomes.

2012: Bloomberg Philanthropies: European Mayors Challenge Selection Committee

MindLab Director Christian Bason is a member of the Selection Committee of this 5 million EUR challenge prize competition. The role includes detailed evaluation of the vision, quality and implementability of innovative ideas from more than 150 cities across Europe.

SELECTED RAMBØLL MANAGEMENT PROJECTS

As Business Manager (2003-2007) management consultant (1998-2003) Christian Bason was responsible for overseeing and executing a very wide range of organisational development programmes, studies and evaluations. Among key projects can be mentioned:

2005-2006: Danish Confederation of Trade Unions: Employee-driven innovation
Quantitative analysis and 10 private and public cases of how employees carrying out primarily manual labour in a range of industries and in the public sector contribute with new ideas and solutions. Emphasis on the role of management, organization and work processes to strengthen the role of ordinary employees in fostering innovation, job creation and growth.
Role: Project Director

2006: Danish Ministry of Finance: Service management as approach to modernization
How might Danish public welfare service providers be inspired by leading examples of professional, user-centric service provision in the private sector? Case studies of examples from hotel and service industries.
Role: Project Manager

2006: Ministry of Finance and Ministry of Social Affairs: Citizen's service journeys through core public services
Analysis of the citizen's experience of key public service processes.
Role: Project Manager

2006: Rambøll Management (internal project): Innovation Power: Dilemmas and potentials in public sector innovation
One of the earliest studies of innovation in the public sector in Denmark, commissioned internally by the consultancy. Included interviews with 25 senior public servants and stakeholders and a policy seminar.
Role: Project Manager

2002: European Commission DG Employment: Evaluation of Innovative Measures Programme
An evaluation of an ambitious labour market programme which was to support a wide range of European networks of innovative
Role: Project Director

2002-2003: European Commission DG 1A: Impact assessment of the Phare programme
A major impact evaluation of the European Union's efforts to support economic and social development in the Accession countries. In-depth case studies at country level; responsible for overseeing the assessment of impact in Latvia.
Role: Project Manager

SELECTED PRESENTATIONS, WORKSHOPS ETC.
Christian has worked with and presented for amongst others the United Nations, the European Commission, the European Council of Ministers, the British Cabinet Office, US White House Office of Social Innovation, the US Office of Personnel Management, the French,

New Zealand, Australian, Canadian, Singaporean governments, Cisco, Stanford University, the design firm IDEO and many more.

2013 & 2014 (planned): European School of Administration (Brussels): Training seminar for Newly Appointed Directors in the European Union institutions
Interactive seminar on innovation leadership, based on group case discussions, focus on co-creation, design-led innovation methods, and leadership challenges in complex systems.

2012: US Office of Personnel Management's Innovation Lab, Washington DC
Strategic advice and kick-off seminar for the Director, senior advisors, and a broad cross-section of OPM staff.

2013: Horizons Canada, Canadian government, Ottawa: Workshop on policy design and innovation
Workshop, Master Class and high-level advice on policy design and innovation for senior officials in the Canadian Federal government.

2012-2013: OECD Observatory of Public Sector Innovation
MindLab has been working with the OECD as a part of the associate expert group to develop an Observatory of Public Sector Innovation (OPSI) which became a platform for producing, sharing and disseminating knowledge on public sector innovation. In particular, the Observatory systematically collects, categorises, analyses and shares innovative practices from across the public sector. MindLab has contributed to this work with its expertise through presentations and advisory activities.

2011: Social Innovation Generation, Toronto and Vancouver, BC, Canada
Workshops, seminars, keynotes on policy making using design, innovation, collaboration amongst voluntary organizations.

2010: United Nations Institute for Disarmament Research, New York
Contributions to workshop concerning local knowledge and design methods to drive reintegration of ex-combatants in developing countries, and to inform policy making in a broader perspective.

BOARDS AND COUNCILS
2014-present: European Commission Horizons Programme: Societal Challenges 6 Expert Group, Brussels. *Member.*

2014-present: Advisory Board of the Danish Government's Centre for Public Sector Innovation, Copenhagen. *Member.*

2014-present: Danish Design Council, Copenhagen. *Member*

2013-present: Bloomberg Philanthropies European Mayor's Challenge Selection Committee, London and New York. *Member, Group Chair*

2013-present: Advisory Board of the OECD Observatory for Public Sector Innovation, Paris. *Member*

2009-present: Advisory Board for the Lisbon Council, Brussels. *Member*

2007-present: Local Government Denmark's Jury for the National Innovation Awards, Copenhagen. *Member.*

2013: High Level Expert Group on EU Public Sector Innovation, Brussels. *Chairman.*

2012: European Design Leadership Board, European Commission, Brussels. *Member*.

2011: 'Best of the Net' Jury for public sector website awards, Ministry of Science & Innovation, Denmark. *Member.*

2011: The Danish Government's ICT Council. *Member.*

2010-2012: Advisory Board for Tempos, Strategic Research Project on Design, Danish Technological University, Danish Centre for Design Research, Copenhagen. *Member.*

BOOKS

Bason, Christian (ed.) (forthcoming 2014) *Design for Policy*. Farnham: Gower.

Bason, Christian (2010) *Leading Public Sector Innovation: Co-creating for a Better Society*, Bristol, United Kingdom: Policy Press

Bason, Christian, Sune Knudsen & Søren Toft (2009) Put the Citizen into Play (*Sæt borgeren i spil*), Copenhagen: Gyldendal Business

Bason, Christian (2007) Innovating Welfare (*Velfærdsinnovation*), Copenhagen: Borsens Forlag

Bason, Christian, Agi Csonka & Nicolaj Ejler (2003) New Faces of Work (*Arbejdets nye ansigter)*, Copenhagen: Borsens Forlag

Bason, Christian & Stefan Ising (2000) Efficiency Through Competition (*Effektivitet gennem konkurrence)*, Copenhagen: Ministry of Finance

OTHER SELECTED PUBLICATIONS

Bason, Christian (2014 forthcoming): "Design Attitude as Innovation Catalyst", in Ansell, Chris & Jacob Torfing *Collaborative Innovation and Design in the Public Sector*. London: Routledge.

Bason, Christian (2013) "In Search for Design Attitude", in *ETHOS Magazine*, Singapore Civil Service College.

Bason, Christian (2013) "Discovering co-production by design" in Manzini, Ezio & Eduardo Staszowski: *Open & Collaborative*, New York: DESIS Lab

Bason, Christian (2013) "Engaging Citizens in Policy Innovation: Benefiting public policy from the design inputs of citizens and stakeholders as 'experts', in Wanna, John: *Putting Citizens First*, Australian National University 2013

Bason, Christian (2012) "Public managers as designers", in *Danish Journal of Management and Business*, No. 4

Bason, Christian and Helle Vibeke Carstensen (2012) "Powering Collaborative Innovation: Can Innovation Labs Help?" in *The Innovation Journal*

TEACHING, TRAINING AND ACADEMIA

2012-present: Danish design educations, Copenhagen. *External Censor.*

2012-present: "Leadership Development Programme" for senior managers, Copenhagen. *Lecturer.*

2011-present: "Leadership and Innovation in Complex Systems", Aarhus University, Copenhagen. Lecturer.

2011 & 2012: "Innovation and citizen involvement" at the Master of Public Administration, 2011 and 2012, Copenhagen Business School, Copenhagen. *Programme responsible, lecturer.*

LANGUAGES

English (mother tongue)
Danish (mother tongue)
German (working knowledge)

SIGNATURE

I, the undersigned, confirm that the above information is true and that I am available for this assignment.

March 17th, 2014

_____

Christian Bason
Director, MindLab

Curriculum Vitae

Kit Lykketoft
Deputy Director of Innovation

MindLab
Slotsholmsgade 12
1216 Copenhagen K
Denmark
T +45 9139 9450
kly@mind-lab.dk
www.mind-lab.dk

PROFESSIONAL PROFILE

Kit Lykketoft is the Deputy Director at MindLab, a cross-governmental innovation unit in Denmark. She was formerly senior project manager at MindLab and before that the leader of the Project Unit in the Ministry of Employment where she also began her carrier. As an experienced change leader, project manager, and facilitator she has served as advisor to numerous public sector institutions in Denmark and abroad on both organisational challenges and development as well as on innovative solutions to public sector challenges. Her combination of deep practical knowledge, skills in processing and academic merits makes her able to engage with people at all levels of organisations and societies.

For the reasons mentioned above Kit is a widely used presenter, lecturer and facilitator. Outside Denmark she has worked with and presented for the UNDP, The British Ministry of Education, The Hong Kong Polytechnic University, Parsons Design School, CAPAM, and The Lithuanian government amongst others. Kit also advised authorities around the globe on setting up labs within the public sector including the British Cabinet Office, Amsterdam City Lab and the City of Buenos Aires.

PERSONAL INFORMATION

Birthdate 3 March 1972
Two children
Danish citizen

CAREER

2007-present: MindLab, Denmark

MindLab involves citizens and businesses to innovate new public policy and services through field work, design workshops, concept development, prototyping and experimentation. MindLab's staff is multidisciplinary with competencies within anthropology, political science, communications, humanities and design. MindLab has a knowledge-programme and corporates and networks around the World with organisations like Nesta (UK), GovLab (US), MaRs (CN) and Kennisland (NL). MindLab is part of the Ministries of Business & Growth, Employment, and Education as well as Odense Municipality.

2010-present: MindLab, *Deputy Director*

Since 2010 Kit has been the Deputy at MindLab as part of a leadership team with the Director. Kit is co-responsible for the MindLab strategy and organizational development. Kit is the day-to-day leader of MindLab, in charge of leveraging resources, of the budgets and finances and for all recruiting. Kit also represents MindLab in various fora of teaching, training, communicating and presenting as well as taking part in the project-work when time allows.

From Dec 2009-March 2010 and from Nov 2013-March 2014 Kit has functioned as the Acting Director of MindLab as the Director was on parental-leave.

2007-2010 MindLab, *Senior Project Manager*

Kit led and participated in a number of innovation projects in cooperation with colleagues at MindLab and civil servants in the Ministries. An innovation project involves scoping the project, ethnographic interviews and observation studies, ideation, co-creation, prototyping new solutions, communication of results and change management.

2001-2007: The Danish Ministry of Employment:

2005-2007: Ministry of Employment, *Leading the Project Unit*

Member of the Ministry's IT-board. Kit was engaged in the Ministry when the MindLab-corporation started. She was part of building up the MindLab organization before launch (recruiting, set-up, budget, strategy). Negotiated Ministry terms for participation. She has continued training, facilitating, support and management information development.

2001-2005: Ministry of Employment, *Head of section*

2004-2005: Project Unit

Kit developed training courses in project work and executed them. She introduced facilitated project-work in the corporate Ministry. She introduced project management education as well as pipeline and portfolio-management. Support and facilitation for cross-ministerial

projects, development of project tools, portfolio-management. Did team-analysis using MBTI and Belbin-tests to create the right teams.

2003-2004: Corporate office
Policy, contracting, controlling. Part of project to re-invent corporation across the Ministry and to suggest the establishing of the Project Unit.

2003-2004: Union representative for employees
Member of the leadership/employee board. Among other things negotiated pay for all academics in the Ministry, collectively and individually.

2002: Change-secretariat
Part of a 6 person squat-team re-organizing the entire Ministry + agencies. Included lay-offs and re-location of hundreds of people, describing new meeting structures, new leadership fora, new HR-policy, communication of change, arranging education for re-located.

2001: HR-office
Competence strategies, recruitment, secretary to the leadership/employee board, organizational development, Part of project that developed the ministerial communication strategy.

EDUCATION

2013: Executive Master of Science (M.Sc.) Consulting and Coaching for Change HEC Paris/ Oxford Said Business School
Dissertation: How to establish legitimacy to enact change from within

1999: Cand. Mag. (MA), History with Anthropology, Copenhagen University, Denmark
Dissertation: The development of the Greenlandic National Identity- Historically and Anthropologically

1998-1999: International Development Course of Danish Universities, (One-year cross-disciplinary, Cross-Universities programme with focus on developing countries)
Dissertation: Women's access to land in Zimbabwe

1995-1996: Expository Writing Workshop, American Language Institute, New York University, US

1995: Bachelor of Art,(BA) Copenhagen University, Denmark

CONTINUING EDUCATION

2007: Innovation-programme, (Zentropa/Workz and DIEU)

2006: JTI (Jungian type-index) authorization course, (Danish Centre for Leadership)

2005: Extended negotiation education, (DJØF)

2004: Prince 2 Practitioner Course, Foundation Exam and Open book Exam, (DIEU)

2004: Team-potential and team-management, authorization course, (Potential)

2003: Strategy and change, (DJØF)

2001: Project Management, (Adcore/Implement)

SELECTED MINDLAB PROJECTS

2014: UK Cabinet Office: Support to establishing an Open Policy Lab

MindLab has supported the Open Policy Making Unit under UK Cabinet Office in setting up a new innovation unit called "Open Policy Lab". The aim of the Lab is to introduce innovative ways of doing Open Policy Making in UK central government (White Hall). MindLab helped the Open Policy Making unit to decide on strategic issues related to the design of the Lab. MindLab also supported the Lab in getting a good start with its first project on Home Office Policing.

Role: Kit was participating in an initial experience-sharing workshop in 2013 and co-planner and executer of a 2-day workshop conducted by MindLab for the Open Policy team to scope the lab.

2010: Away with the Red Tape

'Away with the Red Tape' was an umbrella-project carried out in order to put de-regulation on top of the agenda. The study was carried out in collaboration with the Danish Tax and Customs Administration, the Danish National Board of Industrial Injuries and the Danish Commerce and Companies Agency.

Role: Kit was project manager for a project-branch looking at burdens for business owners and co-responsible for the over-all project.

2009: Meaningful monitoring and helpful guidance

If the authorities' regulatory activities are to succeed, they need to work in harmony with the day-to-day operations of companies. Accordingly, MindLab spoke to farmers and store managers in order to hear what they had to say about their experiences with the authorities' current enforcement efforts.

Some of the work of the authorities involves ensuring that companies are complying with laws and regulations. Several ministries are therefore working on a strategy to ensure more effective enforcement of business regulations, as well as applying enforcement that targets those areas where the problems are greatest and where the most serious risk of violations exists. MindLab contributed to the process by bringing the experiences of enterprises with existing enforcement activities into the strategy development work.
Role: Kit was co-leading the project.

2008-2009: When little things make a difference
The project was about improving the possibility of getting people with industrial injuries back on the labour-market. The project involved mapping the complicated system of authorities that are involved in solving injured peoples cases as well as creating service journeys for the citizens involved. Video-taped interviews served as platform for improvements and started a year-long corporation with the National Board of Industrial Injuries to shift their focus from solving cases to improve people's lives.
Role: Kit was co-leading the project.

TRAINING, LECTURING AND PRESENTING
2007-2010: Three 2-day training courses in innovation for project managers in the Danish administration.

2003-2005: Numerous courses in project training in for staff the Ministry of Employment.

SELECTED GUEST-LECTURES AT UNIVERSITIES
2014: Aalto University – upcoming, Finland

2014: Copenhagen Business School, Denmark

2013: Parsons Design School, US

2010: Hong Kong Design School, HK, China

SELECTED INTERNATIONAL PRESENTATIONS
2014: The Change Leaders Spring Conference on Design and Change, -upcoming, France

2013: MindLab Conference How Public Design, Denmark

2013: Ministry of Education, UK

2011: Public Service Excellence: Embracing Innovation and Change, CAPAM Regional Conference, Trinidad and Tobago

2010: Conference on Knowledge Management in Government, Hong Kong Polytechnic University, HK, China

2010: International conference on Citizen/Customer satisfaction management. European experiences and insights, EU/Lithuania

PRIOR ENGAGEMENT WITH THE UNDP

March 2014: Tarrytown. Presented and facilitated 70+ people through an ideation process towards pitches for proposals at the GMM-meet in Tarrytown.

March 2014: Experience-exchange meeting with the cross-UN group that works on green procurement, Copenhagen.

December 2013: UNDP Global Centre for Public Service Excellence, presented, took part in panel-discussion and advising, Singapore.

December 2013: Arranged for two project managers to present at the Innovation and Productivity in Public Sector Forum as well as do training for civil servants in innovation processes, Moldova.

November 2013: Participated and presented at the Budva-event on Innovation + did one-to-one advising with country-office representatives, Montenegro.

OTHER

Article-writer to an up-coming anthology (Sept): Bason, Christian (ed.) 2014: *Design for Policy*. Farnham: Gower

PROFESSIONAL NETWORKS

The Change Leaders - international network exclusively for alumni's to the master-programme Consulting and Coaching for Change, HEC/Oxford

The Albright network - Danish network of professional leading women

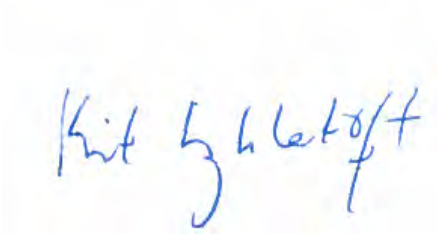
LANGUAGES

Danish (mother tongue)
English (professional working proficiency)
German, Norwegian and Swedish (working knowledge)

SIGNATURE

I, the undersigned, confirm that the above information is true and that I am available for this assignment.

March 17th, 2014



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Kit Lykketoft
Deputy Director, MindLab

Curriculum Vitae

Runa Sabroe
Senior Project Manager

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T +45 9139 9419
rsa@mind-lab.dk
www.mind-lab.dk

PROFESSIONAL PROFILE

Runa Sabroe is a senior Project Manager in MindLab, a cross-governmental innovation unit in Denmark. She holds an MA in Media Studies and is an expert in involving users in development processes. As an experienced presenter and facilitator, she has served as advisor to numerous public institutions around the world. Before joining MindLab she has worked with user-driven innovation in various forms both as a qualitative consultant for the company Research International, where clients included high level international companies such as Carlsberg and Novo, and as a strategic employee at schmidt hammer lassen architects.

In MindLab Runa Sabroe has a long list of experiences in implementing and designing public development processes. She is a popular key-note speaker, facilitator and teacher in Denmark as well as internationally. Amongst others she has worked with and presented for the UNDP, the European Commission, the Institute of Public Management and Politics at University of Reykjavik, and the Canadian Design School: Institute without Boundaries.

PERSONAL INFORMATION

Birthdate 8 May 1975
Two children
Danish citizen

CAREER

2012-present: MindLab, Denmark. *Senior Project Manager*

MindLab involves citizens and businesses to innovate new public policy and services through field work, design workshops, concept development, prototyping and experimentation. Runa has led a number of large innovation projects giving expertise in: project scope, change management, ethnographic interviews and observation, idea development, co-creating and prototyping new solutions and communication of results.

2008-2012: MindLab, Denmark. *Project Manager*

See description above.

2007-2008: schmidt hammer lassen architects, Denmark. *Communication advisor*

schmidt hammer lassen architects is a high profile studio in Denmark with large projects both within Denmark and internationally. Runa was engaged in developing a new international strategy for the company and implementing it within the organisation.

2007-2008: Research International, Denmark. *Senior Qualitative Consultant*

Runa was part of a team building up a qualitative department in the international consultancy, Research International. She advised large companies about strategy on basis of ethnographic interviews, focus groups and observations. She was responsible for projects across countries such as Russia, Sweden and France.

EDUCATION

2002: MA in Media Studies, Copenhagen University, Denmark

1999: B.Sc. Literature and Media Studies, Aarhus University, Denmark

CONTINUING EDUCATION

2012: Diploma education in change management, Zealand Institute of Business and Technology, Denmark

Change Management (Single Subject course)

2011: Creative Problem Solving Institute, Atlanta, US

Tools and techniques for creative problem solving (5 days)

2010: Service Design, tools and techniques, Design Management Institute, London, UK

Training in design methods and tools for innovation (2 days)

SELECTED MINDLAB PROJECTS

2013: Socio-economic entrepreneurs

The Ministry of Employment and the Ministry of Business and Growth have increased their focus on creating better conditions for socio-economic entrepreneurs in Denmark.

Role: Runa was leading project manager and helped this cross-ministerial project provide knowledge about what works and what the key challenges to the Danish socio-economic entrepreneurs are.

2012-2013: New Nordic School

New Nordic School is a development project initiated by the Danish Minister forEducation. The purpose is to identify and further develop the values and innovative potentials in the Danish system for the provision of initial education.

Role: Runa played a key role helping the ministry identify ideas to create synergy between the schools participating in the project and the local authorities.

2010-2012: Strategic Partnership with Danish National Board of Injuries

It is not possible to implement a deep-rooted strategic change within an organisation through a single project, but rather via a range of activities. The National Board of Industrial Injuries aims to see an increase in the number of people who remain in employment after having suffered an injury at work. This necessitates a change of attitude by a great number of stakeholders.

Role: In relation to this project Runa engaged with both leaders within the organisation as well as end-users.

2011: New Business Industry Codes - more Efficient Public Service through Digital Solutions

The Danish Business Authority's development group, Team Effective Regulation initiated together with MindLab a cross-ministerial project on industry codes. Despite being a small part of the company registration procedure, business industry codes are a frequent source of statistical errors, pressure on public sector telephone lines and erroneous company inspections. A new solution is set to streamline authorities' procedures and strengthen their service to companies.

Role: Runa was responsible for cross-sector collaboration and also organised a business case on the results.

2011: Digital Mentor Platform for Unemployed

In a pre-study MindLab helped The National Labour Market Authority investigate the potentials of using the internet as a platform for digital systems for matching unemployed and mentors.

Role: Runa was leading project manager.

2010: Away with the Red Tape

'Away with the Red Tape' was an umbrella-project carried out in order to put deregulation on top of the agenda. The study was carried out in collaboration with the Danish Tax and Customs Administration, the Danish National Board of Industrial Injuries and the Danish Commerce and Companies Agency.

Role: Runa used design methods as key method on one of three studies on young citizens. The study presented solutions that improve citizens' overall experience of the public sector.

2009: Growth Entrepreneurs

The Danish Enterprise and Construction Authority and the Ministry of Economics and Business Affairs asked MindLab to visit a range of Denmark's best entrepreneurs to understand how government initiatives might be designed to help create more growth and to help entrepreneurs realise their businesses potential.

Role: Runa was leading project manager and used design game and ethnographic studies developing new solutions.

GUEST LECTURER

2013: UNDP, Chisinau, Moldova

Two day UNDP event 'Driving Innovation and Productivity in the Public Sector Forum'

Role: Runa taught tools and techniques within public sector development to executives on local level and gave key note to high-level government officials, from central and local levels of public administration, business people, civil society, leading practitioners and experts from Moldova and abroad.

2012: Institute without Boundaries, Dublin, Ireland

Role: Runa was invited to Dublin by the Toronto based design school Institute without Boundaries. Topic for the lecture was design methods.

2013, 2012 & 2011: Reykjavik University, Reykjavik, Iceland

Role: Runa gave two days of lectures on public sector innovation at Institute of Public Management and Politics.

SELECTED INTERNATIONAL PRESENTATIONS

2013: Social Enterprice World Forum, Calgary, Canada

Global conference on Social innovation.

2013: Conseil général du Val d'Oise, Lyon, France

France annual Congress of local authority managers.

2013: Lund University, Lund, Sweden
International conference on innovation: 'Innovation in Mind'.

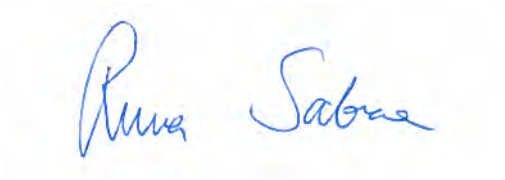
2012: Aalto University, Helsinki, Finland
Conference on 'Rethinking Public Sector Development'.

2012: EU commission Venice Club, Brussels, Belgium
Conference on 'The Next Web and its Impact on Government Communication'.

LANGUAGES
Danish (mother tongue)
English (professional working proficiency)

SIGNATURE
I, the undersigned, confirm that the above information is true and that I am available for this assignment.

March 17th, 2014



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Runa Sabroe
Senior Project Manager, MindLab

Curriculum Vitae

Marie Herborg Krogh
Project Manager

MindLab
Slotsholmsgade 12
1216 Copenhagen K
Denmark
+45 9133 7181
mhe@mind-lab.dk
www.mind-lab.dk

PROFESSIONAL PROFILE

Marie is a project manager in MindLab, a cross-governmental innovation unit in Denmark. Prior to MindLab Marie worked as a project manager in a development group in the Danish Business Authority where she was involved in numerous user-centered projects. Holding a Master's degree in Anthropology and with many years of experience in the field of human-centered research, she is very experienced in ethnographic methods and the discipline of designing customized processes that both result in organisations with deeper understanding of the challenges they face and new ideas to address them.

As an experienced qualitative researcher and facilitator, Marie has worked for a range of different clients in Denmark such as The Authority of Working Environment, Regional Development in The Danish Business Authority, and The Danish Customs and Tax Administration. During her studies Marie worked as a researcher in Red Associates and MindLab. She did her Master's thesis fieldwork of four months length in Argentina in Empresa de Distribución Eléctrica de Tucumán, an energy company, where she carried out participant observations and interviews amongst employees, management and the company's customers.

PERSONAL INFORMATION

Birthdate 14 May 1985
In a relationship, one child
Danish citizen

CAREER

2014-present: MindLab, Denmark. *Project manager*

MindLab involves citizens and businesses to innovate new public policy and services through ethnographic methods, design thinking and change management. As a project manager, Marie is responsible for scoping projects and defining the development process in dialogue with our stakeholders. She carries out ethnographic interviews and observation and facilitates idea development, co-creating and prototyping of new solutions.

2011-2014: The Danish Business Authority, Team Effective Regulation. *Project manager*

As a part of the development group Team Effective Regulation, Marie was deeply involved in creating better and simpler solutions for companies through ethnographic research and design methods. In her work, Marie teamed up with a wide range of authorities across the public sector and has achieved great skills in facilitating change management.

2009-2010: MindLab, Denmark. *Research student*

See description about MindLab above. Marie participated in many projects as a research student. She had a key role in developing innovationsguiden.dk which is an online user-centered innovation and concept development tool.

2008: ReD Associates. *Intern*

ReD Associates is an innovation and strategy consultancy. Through insights into how and why customers make decisions, ReD helps clients to identity new opportunities. Marie worked as a qualitative researcher and carried out fieldwork on jobs for different clients from the private and public sector. Marie assisted the partners at ReD on an innovation camp for a multinational media company.

EDUCATION

2011: M.Sc. Anthropology, University of Copenhagen, Denmark

2008: B.Sc. Anthropology, University of Copenhagen, Denmark

CONTINUING EDUCATION

2014: Evaluation of innovation, INEVA and Alexandra Institute, Denmark

2013: Education in change management, DJØF, Denmark

SELECTED MINDLAB PROJECTS, PROJECT MANAGER

2014: Governance Lab no. 3: Preventing re-offending

MindLab has entered a temporary strategic partnership with the Ministry of Economic Affairs and the Interior about the implementation of three governance-labs related to the modernization of the Danish public sector. Governance Lab no. 3 involves the Danish Prison and Probation Service and the Municipality of Herning.

Role: Marie is the project manager of the governance lab. The aim is to explore and demonstrate how different actors can work together more effectively on preventing re-offending. In particular, it will make use of the user's experience as a point of departure for rethinking the governance of the service system in place for dealing with criminal offenders.

SELECTED DANISH BUSINESS AUTHORITY PROJECTS

2011: New Business Industry Codes - more Efficient Public Service through Digital Solutions

The Danish Business Authority's development group, Team Effective Regulation (TER) initiated together with MindLab a cross-ministerial project on industry codes. Despite being a small part of the company registration procedure, business industry codes are a frequent source of statistical errors, pressure on public sector telephone lines and erroneous company inspections. A new solution is set to streamline authorities' procedures and strengthen their service to companies.

Role: Marie worked together with MindLab as part of the cross-sectorial project group and had a key role in the user research and scoping the project.

2012-2013: Smarter administration in projects funded by European Regional Development Fund and the European Social Fund

Team Effective Regulation worked together with Regional Development in The Danish Business Authority on designing a smarter administration in projects who receive financial assistance from the European Regional Development Fund and the European Social Fund.

Role: Marie had a defining role in doing participant observations and interviews among funded projects and turning the insights into concepts that seek to create a smarter and user friendly administration.

2013: Business Forum for Simpler Rules - better Working environment for Danish companies

Business Forum for Simpler Rules was established in 2012 in order to ensure a renewal of business regulation in close dialogue with the business community. In 2013 Business Forum for Simpler Rules has been preparing proposals on ways of creating better working environment. The group consisted of high level managers from the Confederation of Danish Industry, The Confederation of Danish Employers, The Danish Construction Association and The Danish Confederation of Trade Unions, FTF (The Confederation of public and private employees).

Role: Marie was the project manager and responsible for facilitating and supporting the working group on working environment in identifying those areas that businesses perceive as the most burdensome and propose simplification measures through qualitative research and design methods.

2013: Business in Denmark

The Danish Government initiated an information initiative for foreign companies who provide services in Denmark. The Danish Business Authority was responsible for developing the initiative.

Role: Marie took the role of process consultant and was responsible for scoping the project and hiring consultants who helped The Danish Business Authority to develop a user-friendly information initiative.

2013-2014: Execution of smarter administration in projects funded by European Regional Development Fund and the European Social Fund

Team Effective Regulation worked together with Regional Development in The Danish Business Authority on executing the initiatives on smarter administration in European Regional Development Fund and the European Social Fund.

Role: Marie was project manager of the execution of initiatives that would create a smarter and more user-friendly administration which involved training of employees in a start-up meeting with new projects, the re-writing of the guidelines of the European Regional Development Fund and the European Social Fund.

SELECTED MINDLAB PROJECTS, STUDENT

2010: Away with the Red Tape

'Away with the Red Tape' was an umbrella-project carried out in order to put de-regulation on top of the agenda. The study was carried out in collaboration with the Danish Tax and Customs Administration, the Danish National Board of Industrial Injuries and the Danish Commerce and Companies Agency.

Role: Marie carried out fieldwork among young people to better understand their experience of interacting with SKAT, the Danish Customs and Tax Administration.

2010: Innovationsguiden, a guide to innovate

'Innovationsguiden' is an online tool guide for public project managers to use if they want to involve citizens and businesses.

Role: Marie had a key role in designing and developing the tool guide and testing the sites among project managers.

SELECTED INTERNATIONAL PRESENTATIONS

2014 (upcoming): "No future for New Public Management: what are the prospects for tomorrow's public action?", Paris, France

International Symposium on Public Management is organized by Institute for Public Management and Economic Development (IGPDE), French Minister of the Economy and Finance. Marie is invited to participate in a TEDx conference and present how a MindLab project is carried out as an alternative to traditional management in public sector.

2010: An ethnographic insight into Empresa de Distribución Eléctrica de Tucumán's customer relations with electricity customers, San Miguel de Tucumán, Argentina

Marie presented the ethnographic insights among employees who had to collect payment from clients who had difficulties in paying their electricity bills. The presentation was in Spanish and was presented both to the CEO and management of Empresa de Distribución Eléctrica de Tucumán and to the employees.

PUBLICATION

Krogh, Marie Herborg & Stine Dahl Mikkelsen (2011) The will to progress. An ethnographic insight into an Argentine company's pursuit of merging the act of doing good and doing good business. Master's Thesis 621; Department of Anthropology, University of Copenhagen

LANGUAGES

Danish (mother tongue)
English (professional working proficiency)
French (professional working proficiency)
Spanish (professional working proficiency)

SIGNATURE

I, the undersigned, confirm that the above information is true and that I am available for this assignment.

March 17th, 2014

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Marie Herborg Krogh, Project Manager, MindLab

Annex E
Glossary

Glossary

the K&I Initiative	The initiative “Knowledge and Innovation in the Europe and CIS Region 2012/2013”.
the K&I Team	The Knowledge and Innovation Team, which within 2012 and 2013 was based in the Bratislava office.
Innovation Champs	Country Officers throughout the region, who through experience and training have become experts in the following areas: behavioural science, design thinking, mobile apps, gamification, user innovation, social innovation and prototyping.
ToR	Terms of Reference
HQ	UNDP Headquarters in New York
RfP	Request for Proposal

Annex F
Code of conduct

Ethical Code of Conduct for UNDP Evaluations

Evaluations of UNDP-supported activities need to be independent, impartial and rigorous. Each evaluation should clearly contribute to learning and accountability. Hence evaluators must have personal and professional integrity and be guided by propriety in the conduct of their business

Evaluators:

Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded

Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.

Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.

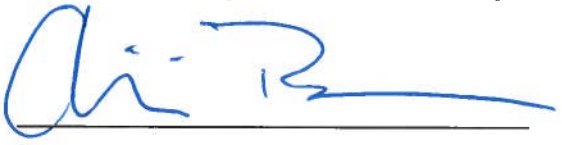
Evaluations sometimes uncover evidence of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.

Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.

Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

I hereby declare that MindLab's Evaluation of the Knowledge and Innovation initiatives in the time period 2012/13, ECIS Regional Service Center Istanbul (Bratislava) has been carried out in compliance with this code of conduct for UNDP evaluations.



Christian Bason
Director, Mindlab
Copenhagen, June 12th 2014

MINDLAB EVALUATION TEAM

Kit Lykketoft
Interim Director

Runa Sabroe
Program Manager

Marie Herborg Krogh
Project Manager

MindLab
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Danmark
www-mind-lab.dk

MIND
LAB