STRATEGY TO SCALE SOCIAL INNOVATION FOR DEVELOPMENT

A hands-on report for UNDP Accelerator Labs to enable context-specific scaling of social innovation to achieve the SDGs

Workshop Final Report
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Table of Contents:

Acknowledgments 3
Disclaimer 4
Executive Summary 5
1. Introduction 7
2. Background 9
3. Methodology 11
3.1. Primary and Secondary Research 12
3.2. Limitations and Methodological Challenges 15
4. Conceptual Scaling Framework 15
4.1. Introduction to the Scaling Framework 15
4.2. Process Innovation 17
4.3. Product Innovation 20
4.4. Service Line Innovation 23
5. The Scaling Toolkit 29
5.1. Introduction and Instructions 29
5.2. Envisioning Scale 32
5.2.1. Joint Challenge Definition 32
5.2.2. Scalable Innovation 33
5.2.3. Scaling Goals 36
5.2.4. Who Is Scaling? 38
5.3. Supportive Ecosystem for Scaling 39
5.3.1. Stakeholder Engagement 39
5.3.2. Building Partnerships 41
5.3.3. Conducive Innovation Policies 43
5.3.4. UNDP Country Offices 44
5.3.5. Government 46
5.3.6. UN Network & Agencies 47
5.3.7. Community Engagement 48
5.4. Resources for Scaling 50
5.4.1 Capacity-Building Measures 51
5.4.2. Access to Financial Resources 52
5.4.3. Knowledge Repositories and Leveraging Data 54
5.4.4. Legal Aspects 55
5.5. Learning from Scaling 57
5.5.1. Resilience Building and Learning from Failure 57
5.5.2. Monitoring and Evaluation (M&E) 58
5.5.3. Scaling Evidence 60
5.5.4. Collective Intelligence of the Labs Network 60
6. How to use this Report 62
7. Conclusion 63
8. References 65
9. Appendix 69
Tools for Collective Intelligence 69
Research Tools used for this Project 70
SIPA team presentations to UNDP: survey, phone calls, deep dives 87
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Disclaimer

The findings, analysis, conclusions, and recommendations of the report are those of the authors alone and cannot be attributed to Columbia University, UNDP, or to its Executive Board. This report expresses the views of the SIPA Team only. It is a summary of the research findings and in no way is it to be interpreted as UNDP policy or similar documentation. While the UNDP Accelerator Labs Network was consulted and involved in the research process to the extent possible, this report represents the SIPA Team’s interpretations only. The usage of quotes and paraphrases from these conversations has been following a rigorous research methodology involving a crucial consent process.
Executive Summary

To accelerate the progress towards achieving the Sustainable Development Goals (SDGs), the United Nations Development Programme (UNDP) decided to establish the world’s largest and fastest learning network focused on development challenges – the UNDP Accelerator Labs. Currently, 60 Accelerator Labs are working around the world to support 78 countries. The Accelerator Labs Network emphasizes a bottom-up approach in its work, facilitating grassroots innovation to tackle development challenges in different country contexts. The UNDP Accelerator Labs do this through an innovation and learning cycle. This cycle includes sensing (Sense stage), solutions mapping and collective intelligence (Explore stage), and experimentation (Design stage and Test stage). Following this, Accelerator Labs enter the Grow stage during which the solutions identified in the previous parts of the cycle are to be scaled.

This report aims at providing a hands-on strategy to help Accelerator Labs scale social innovation in the Grow stage. As social innovation is complex and may generate long-term and sustainable impact, scaling social innovation is also intricate, layered, and nonlinear. The research for this report was based on a collaborative approach that provided opportunities for all 60 Labs to contribute insights from their unique perspectives. This was done to ensure that the report is anchored in the realities that Accelerator Labs are facing and that the strategy is applicable in different contexts. Data and insights were collected from Accelerator Labs through a survey, phone interviews, and deep-dive research interviews with specific Accelerator Labs as well as their local partners and stakeholders. Then, the assumptions and recommendations of the scaling strategy were tested through virtual focus groups to verify if the research process was able to capture the Labs’ views. In total, 46 out of the 60 Labs were engaged through at least one of these research tools. Together with secondary research made up of literature reviews, the findings have been aligned with the UNDP Accelerator Labs Team at headquarters in New York and Accelerator Labs out in the 60 countries.

The scaling strategy has two main parts: A scaling framework and a toolkit. The scaling framework outlines three types of social innovations and three types of scaling. For the purpose of this paper, a social innovation could be either a product innovation, a process innovation, a service line innovation. For scaling a portfolio with multiple types of the aforementioned or other innovations, the report identifies three types of scaling: **Scaling out**, which includes achieving greater numbers through adoption of the innovation; **Scaling up**, which involves institutional and policy changes to further the innovation; **Scaling deep**, which is impacting culture through innovation that alters behaviors and norms, or a **combination** of all or some of the types of scaling. Together the types of social innovations and the ways in which social innovation can be scaled make up the portfolio approach of the framework. The report proposes that in order to address complex development issues and achieve large scale impact, these challenges need to be tackled from multiple angles.

The toolkit provides guidance and recommendations to Accelerator Labs on scaling social innovation under four different sections: **Envisioning Scale**, **Supportive Ecosystem for Scaling**, **Resources for Scaling**, and **Learning from Scaling**. The components under the Envisioning Scale theme provide guidance on how to create a structured vision that will help provide a better chance of scaling. The Ecosystem for Scaling section addresses relevant factors
in creating a more cohesive political and socio-cultural context for scaling, and how to leverage key actors in the innovation ecosystem. The Resources for Scaling section stresses the facilitation of access to necessary resources for scaling, with recommendations for capacity building, financial sustainability, knowledge sharing, legal aspects, and policy frameworks. Finally, the Learning from Scaling section specifies how Accelerator Labs and the communities can extract and share knowledge from their scaling efforts both individually and collectively.

Throughout the paper, examples are provided to contextualize both the scaling framework and the toolkit. These stories come from all the actors engaged in this research process – ranging from UNDP Resident Representatives to grassroots social entrepreneurs. Together these statements demonstrate the power of Accelerator Labs and the value of accelerating the scaling of social innovation to achieve the SDGs.
1. Introduction

Social innovation is the process of creating and implementing effective solutions to systemic and complex social issues through renewed and novel perspectives and innovative approaches. It may include “products, services, markets, or processes,” which address a social issue more efficiently and can also nurture capabilities to improve the use of existing resources, therefore, social innovation serves the purpose of developing societies, while improving social capabilities to engage in development. Social innovation is a complex process and may sometimes impact “the basic routines, resources and authority flows, or beliefs of the social system in which the innovation occurs,” and thus making it more probable that it occurs in the long-term and becomes sustainable. In this report, social innovation is identified to be mainly in the form of a product, process, or service-line, depending on the context of the solution, while recognizing that innovation can come in unexpected forms.

Therefore, as social innovation, by its nature, is layered, the process of scaling social innovation - around which this report focuses - is layered, complex, and nonlinear. Recognizing the interlinkages and the integrated nature of the SDGs, addressing this intricate process at the heart of development has the potential to stimulate the large-scale systems change needed to achieve the goals. Depending on its context, scaling social innovation to achieve development may require advancing large systems change to achieve transformative and sustainable impact. Thus, scaling social innovation aims at shifting the focus from the output of innovation onto the impact of innovation. While output refers to more immediate effects, impact involves long-term and lasting effects on people’s lives. Put succinctly, scaling of social innovation is achieved when the impact of their scale matches the level of social need. The report identifies that scaling of social innovation can progress by the way of Scaling out, which includes achieving greater numbers through adoption of the innovation; Scaling up, which involves institutional and policy changes to further the innovation; or Scaling deep, which is impacting culture through innovation that alters behaviors and norms, or a combination of all or some of the types of scaling.

The path adopted to scale social innovation depends on different intrinsic and extrinsic factors, which impact the start, the pace, and the expected outcomes of scaling. Irrespective of the nature of innovation or the end goal of the scaling, several enabling factors such as issue-importance, nature of the solution, financial sustainability, capacity of the innovators, policy conduciveness, among others, may become relevant considerations at different points in the scaling journey, both, in varying frequencies and order. As the process of scaling social innovation challenges basic and well-established tenets, social routines, conventional structures, and belief systems, navigating the processes is rarely linear exercise. Further, traditionally defined market models may not be applicable to understanding the dynamics of social innovation scaling. The complex characteristics of social innovation contrasts with the more formulaic and standard models by introducing aspects of constant change, uncertainty, non-uniformity, and self-organization.
Scaling social innovation requires engagement with multiple stakeholders and partners across sectors to achieve broad impact. These may include the public sector, private entities, nonprofits, the civil society, and even some unusual recurring stakeholders and partners specific to the Labs working context. Additionally, the multiple roles in social innovation, such as those of creators, enablers, gatekeepers, collaborators, adopters, and owners, requires conceiving strategic collaborations and partnerships during different stages.

A bottom-up approach is key for an effective scaling strategy. This consideration places the local communities and individuals at the center of the strategy, as drivers, participants, and beneficiaries in the process. Therefore, frameworks to identify and advance diverse and effective local solutions to big concerns are crucial in scaling social innovation for development. Lastly, the principle of communities being at the heart of scaling context is pertinent in conceiving and achieving scale. Therefore, acknowledging the many complex, collaborative, contextual, and community-centric considerations, this report deploys a portfolio approach, which is dynamic, adaptive to the complex needs of Accelerator Labs.

The report, further, discourages straightjacketed propositions, and instead deploys a narrative that subtly guides Accelerator Labs to identify aspects that pertain to their requirements. It is hands-on, in that, most of the concepts and recommendations have been developed on the basis of insights offered directly from the field, keeping the practical requirements of Accelerator Labs in focus.

Structure of the Report

The report has four sections. Each section is contextualized by the previous section and complemented by the next.

1) **Background** provides a brief introduction to the project.

2) **Methodology** details the primary and secondary research methods used in the research.

3) **Scaling Framework** defines the types of innovative solutions and scaling pathways along with case studies to contextualize scaling of social innovation.

4) **Toolkit** maps cross-cutting aspects that enable scaling of social innovation and provides relevant guiding questions, recommendations, and stories.

11 For example, the Uganda Accelerator Lab is working with illegal loggers to understand their perspectives for addressing the issue of deforestation.
12 Deiglmier and others 2018.
13 Gabriel 2014.
14 Agapitova and Linn 2016.
15 Regional Innovation Centre UNDP Asia-Pacific 2020.
Through its various sections, the report integrates social innovation principles, identifies that community-driven change is lasting, provides recommendations that encourage leveraging from existing resources and networks, acknowledges that the process of innovation and scaling are not mutually exclusive, and seeks to contribute towards fostering a culture of innovation. Everything included in this report can be considered as suggestions for Accelerator Labs' consideration. The framework provides a foundation, and the toolkit builds on the foundation to provide actionable suggestions for Accelerator Labs and their ecosystem. Accelerator Labs are encouraged to develop their own approaches based on what parts are most useful and applicable.

2. Background

The UNDP Accelerator Labs Network was created based on UNDP's 2018-2021 Strategic Plan, which was designed to be responsive to three broad development contexts: (1) Eradicate poverty in all its forms and dimensions; (2) Accelerate structural transformations; and (3) Build resilience to shocks and crises. UNDP's current approach to development also incorporates a comprehensive Innovation and Digital Strategy that seeks to better harness technology and innovation to deliver effective results.

The Accelerator Labs are a part of this overarching innovation strategy, building on earlier work by the Innovation Facility. The Accelerator Labs emphasize a bottom-up approach in contrast to earlier reliance on national governments, international agencies, or ‘experts’ for driving innovation. This is reflected in the independence of each Lab to identify the issues, solutions, and process of innovation-led development.

16 BRAC 2018.
17 UNDP Accelerator Labs 2019
18 UNDP 2019.
20 UNDP 2018.
To date, UNDP has created 60 Accelerator Labs serving 78 countries to work together with national and global partners to find radically new approaches that fit the complexity of current development challenges. The Accelerator Labs have a solution cycle based on four offerings: Sense-Making, Collective Intelligence, Solutions Mapping and Experimentation. Those are supported by the three local experts hired in each country. The Head of Exploration is responsible for horizon scanning, mapping the ecosystem to find new partners, and providing new resources to data. Additionally, the Head of Solutions Mapping tracks the grass-root innovations in the country, internally termed as collective intelligence. Finally, the Head of Experimentation leads the actual onboarding of specific ideas that are being tested.

The objective of the Accelerator Labs is to find alternative community solutions to development challenges and scale them. The solution cycle of the Accelerator Labs allows them to test potential grassroots solutions and adapt before taking the solution to scale. After completion of the first solution cycle, the Labs enter the Grow stage of their work, where it is envisioned that the solutions will be scaled. While this journey can vary across Accelerator Labs, it is helpful to early on envision how the Grow stage may look and integrate practices that enable scaling of social innovation for development.

An international seven-member team from Columbia University’s School of International and Public Affairs (SIPA) has worked in close collaboration with Accelerator Labs on developing a hands-on strategy around scaling social innovation for development that works across different regional and SDG contexts. This endeavor was part of a Development Workshop Project at SIPA. Over the course of six months, from November 2019 through May 2020, the report was developed putting together research using a comprehensive methodology.

Image 2: The phases in the UNDP Accelerator Labs

UNDP ACCELERATOR LABS PHASES

**Exploration**

*Who* (Ecosystem)

- UNDP
- GOVERNMENT
- INDEPENDENT VENTURES

**Solutions Mapping**

**Experimentation**

**GROW**

*How*

- Scaling out: (achieving greater numbers)
- Scaling up: (achieving the necessary law and policy changes)
- Scaling deep: (achieving behavioral and cultural changes)

Short term: project cycles - 100 DAYS CYCLE

Long term: project scalability

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21 UNDP Accelerator Labs 2019.
3. Methodology

The methodology for the research was based on a collaborative approach that provided the opportunity to involve the perspectives of all 60 Accelerator Labs, while complementing the insights with secondary research. The objective of this approach was to learn from the experience of the Accelerator Labs on aspects that are most relevant to them and develop a strategy that would be practical and applicable in various contexts.

First, (A1) a survey was designed to gather preliminary data on the progress of the Accelerator Labs’ work and their initial thoughts around scaling. This survey was shared with all 60 Labs and 43 responses were received. Following this, (A2) phone interviews were conducted with 14 Labs to get more detailed data around the Labs’ work, their interactions with stakeholders, and thoughts around scaling. (A3) Deep-dive interviews were then conducted with Labs from three countries, including their stakeholders to involve the perspective of actors within the respective Labs’ ecosystems. Finally, assumptions and recommendations around scaling that were developed towards the end of the project timeline were tested with the help of (B) three virtual focus groups. This was to ensure that the Labs’ perspectives were captured accurately and that the recommendations in this report will be useful for the Labs.

The primary research was complemented with (C) secondary research that included literature reviews on the topic of scaling social innovation throughout the project timeframe to maintain academic rigor and include perspectives on scaling beyond the Accelerator Labs and their ecosystem. Further, the findings from the research components were periodically presented to the UNDP HQ team and the relevant Accelerator Labs to take them along in the research process, clarify pending questions, and keep them aligned on the progress. The research deployed a thorough design, including standard approaches to triangulate the data sources by using various data collection methods and working with various combinations of Accelerator Labs. Throughout the research design, 46 Accelerator Labs were engaged in various combinations of the methods used, as well as over 20 non-Accelerator Labs actors, ranging from two Resident Representatives and one Deputy Resident Representative to social entrepreneurs leading their own social enterprises in communities.

This created an iterative and inclusive approach, which focused on building and testing assumptions in different phases of the work cycle to readjust the direction of the research. Based on limitations imposed by the COVID-19-crisis, which led to the cancellation of all field visits, the methodology relied on a strong digital component, making use of digital tools such as Zoom, Microsoft Teams, WhatsApp, Google Docs, Google Sheets, and Google Forms for interactions with Labs and the project team.
3.1. Primary and Secondary Research

A1) Survey: The survey included three main overarching research questions:

1) What is the current progress of the Accelerator Labs during the current work cycle and what are the main challenges the Accelerator Labs have faced?
2) How do the Accelerator Labs address the most common challenges of the Grow stage?
3) What are the current thoughts of the Accelerator Labs regarding scaling?

The survey was administered virtually through a Google form. It was sent out to all Accelerator Labs with around a week to provide answers. By a sub team of three, this data was analyzed through a qualitative content analysis. This was a suitable analysis method, as most survey questions were open or semi-open questions to ensure flexibility in the Labs’ answers instead of anticipating possible answers.

Based on the survey analysis plan, the sub team met to align on the analysis process in order to facilitate intercoder-reliability. The analysis of individual survey questions was divided among the members of the sub team on the basis of the overarching research questions. A codebook was developed for the analysis of the survey data using emergent codes, which are categories arising directly from the data instead of being deduced through literature. The advantage of this approach was to ensure that the Accelerator Labs’ perspectives are accurately captured. In a final meeting, the sub team aligned on codes used to further improve intercoder-reliability. The survey findings were then processed in the form of a presentation, which showed the most important insights from this descriptive analysis. Some of the data presented were disaggregated by countries or SDGs.

A2) Phone interviews: The phone interviews were conducted using a detailed phone interview guide. Building on the work initiated through the survey and desk research, the phone interviews
provided the opportunity to gain a better understanding of the Accelerator Labs’ work. These interviews also prepared the team for their research on, and with, the deep-dive countries. Through the interviews, the Accelerator Labs got an opportunity to further contribute their views on scaling. The phone interview guide provided team members with a foundational structure for these phone interviews. It introduced the team to the necessary tools and requirements for conducting the phone interview. These interviews had two main objectives: (1) To understand the experience of the Accelerator Labs team during the first solutions cycle and their initial thoughts on scaling; and (2) Follow up on the answers to the survey.

To ensure that the team gained a representative perspective, the Accelerator Labs for the phone interviews were selected using the following criteria:

- Regional diversity
- Progress in the 100-day-cycle
- SDG(s) being addressed
- Relation to the three streams of the SIPA teams’ scaling framework

The countries selected were: Democratic Republic of the Congo, Ecuador, Tanzania, Ghana, Zimbabwe, Kenya, Mexico, Palestine, Paraguay, Philippines, The Gambia, Ukraine, India, Viet Nam, and Chad. The interview guide began with a section on consent and information management. This section explained the purpose of the interview, how the information would be used, and asked the interviewee for their consent for participating in the interview, the way in which the response would be used by the team, and on the interview being recorded as well as captured through notes.

The interview format was semi-structured to leave enough space for explanations and unexpected answers, while also providing us with the necessary inputs to fill the gaps in our information needs. Some of the issues anticipated for the phone interviews included: (a) language barriers, and (b) bridging the high-level objective of a macro-strategy with the micro-context of local innovations. The team addressed these by (a) making use of the team’s diverse language skills when needed, and by (b) conducting in-depth research on bridging to scale based on relevant course readings and beyond. The team avoided using jargon and referring to concepts that may be interpreted differently by the various Accelerator Labs. This helped to ensure that the participants had the same understanding of the questions being asked and to avoid bias in answers provided. The interviews were administered by splitting the whole team into sub-teams of two with an interviewer and a notetaker in each team. When consent was given from the interviewees, notes were taken, and the conversations were recorded to enable clarification in the future. In a later stage, the findings were synthesized in an excel sheet with a matrix that included all country Labs and question areas. These findings were presented in the form of a key insight’s presentation to the UNDP headquarters team.

**A3) Deep-dive countries:** The team prepared phone interview guides for the Accelerator Labs and stakeholders in preparation of the actors from the deep dive countries. When the fieldwork was moved online, the deep dive phone interview guides were developed using a similar format.
to that of the phone interview guides but were further contextualized by the sub-teams’ preparatory research on each country. These calls included the perspectives of three Accelerator Labs and 17 stakeholders from the three different countries. The countries selected were Serbia, South Africa and Uganda. The selection of these countries was made in close collaboration with the UNDP headquarters team, following these key criteria:

- Regional diversity
- Progress in the work cycle
- SDG being addressed
- Availability for participation in the research
- Travel restrictions based on Columbia regulations

In the team, country-managers were assigned in order to have a clear point of contact in the communication with the actors in each deep dive country. Stakeholders were identified by the team based on the objective to cover different stakeholder types ranging from the public to the private sector, civil society, academia, grassroots actors and unusual partners. Furthermore, stakeholders for the interviews were then finally selected in close collaboration with the country Accelerator Lab’s team to involve their perspectives, advice, and local expertise. Collectively, across the three countries, 17 different stakeholders were interviewed.

B) Virtual focus groups: Finally, in order to test the preliminary assumptions developed through the research until April 2020, three virtual focus groups were conducted with a selection of Labs. These include the countries selected for the phone interviews and other additional countries to improve diversity in the Accelerator Labs involved in the research. The Accelerator Lab’s teams participating in the focus groups were randomly assigned to break-out rooms in Zoom. The focus groups were moderated by a two-member team. To ensure that the Accelerator Labs were briefed on the research framework and toolkit, a short presentation was made, which was followed by the break-out and a semi-moderate discussion. The additional country Accelerator Labs selected to participate in the focus groups were invited based on the following criteria:

- Regional diversity
- Progress in the Solution Cycle
- Insights gathered from previous interactions

The guiding questions for each of the focus groups were standardized to ensure unbiased initiation of the discussions:

1) What are your thoughts on the scaling framework?
2) What are your thoughts on the toolkit?
3) What additional aspects do you see as relevant for the scaling strategy?
4) How would you use a scaling strategy?

23 The three countries to which field visits had originally been planned.
24 Originally, it was planned to conduct field research in these three countries, due to the COVID-19 crisis, field research had to be cancelled.
C) Secondary research: Complementing the primary research, the team conducted secondary research based on a literature review. This included grey literature such as reports on innovation and scaling from United Nations organizations (e.g. UNDP or UNICEF) along with academic literature and reports from consulting firms and private sector organizations. The purpose of the secondary research was to involve perspectives on scaling social innovation beyond the UNDP Accelerator Labs. The research was conducted throughout the project timeframe and was synthesized into different components of the scaling framework, which is outlined in the report section 3.3. The secondary research informed the initial structure of the scaling framework, and also helped in gathering literature on scaling concepts, definitions, and taxonomies as part of the strategy.

3.2. Limitations and Methodological Challenges

The project faced a number of routine issues common to most research projects, such as time constraints, and the need to keep within scope limitations. Two challenges stood out, which are explained in detail below. First, the unexpected challenge of the COVID-19 pandemic. Due to the unprecedented circumstances, the original planned field travel and research in the three selected countries became impossible. While the team was able to find a flexible and agile solution by switching to virtual interviews, the opportunity to observe in-person the work of the Labs and their interactions with partners and stakeholders in-person would have greatly enriched the research.

Second, there was a challenge finding a balance between a structured and specific strategy, which is also flexible and takes into account feedback-loops in the context of the complex Accelerator Labs environment. This is a balancing act and we note that this strategy may not fit with the reality or expectations of all who read it. Still, we hope that it can inspire all who take the time to study it to think more strategically about scaling in their specific context and with the resources available to them.

4. Conceptual Scaling Framework

4.1. Introduction to the Scaling Framework

This framework section outlines what could be scaled in the sense of the three main types of innovative solutions in the context of the UNDP Accelerator Labs. It also elaborates on how these could be scaled in the form of three types of scaling. Additionally, the section explains how the framework can be used practically through a portfolio approach. The framework as shown in Image 4 has been developed based on the findings from primary and secondary research. It shows what could be scaled: Product innovation, process innovation or service line innovation. A portfolio of these innovative solutions could be scaled in three different ways: Up, out or deep.
The three types of scaling shown in Image 4 build on the publication “Advancing Systemic Social Innovation and the Learning Processes to Support it” which was prepared for the J.W. McConnell Family Foundation and Tamarack Institute by Darcy Riddell and Michele-Lee Moore (2015). It emphasizes that scaling could be in the way of scaling up, which means “impacting laws and policy”. It could happen through scaling out, which means “impacting greater numbers.” This includes replication and dissemination, increasing the number of people or communities impacted. The third type of scaling is scaling deep. Scaling deep can be seen as “impacting cultural roots”, in the sense of changing relationships, cultural values and beliefs, hearts and minds.

It is important to acknowledge that scaling innovation could always come in “other” forms that are not covered by this framework. Scaling innovation does not always follow these clearly defined categories. The report does not delve into aspects of the “other.” However, cross-cutting themes from the toolkit should also apply to other forms of scaling.

The next three sections are dedicated to providing detailed definitions of the innovative solutions that could be scaled: Process, product, and service line. The sections use case studies to illustrate these concepts while referencing the different types of scaling that could be pursued.
4.2. Process Innovation

For the purpose of this research, **Process Innovation** will be defined as new ways of working or solving problems more effectively, to create or deliver service lines and/or products. That is:

1) The implementation of a new or significantly improved process, or a significant change in methods, techniques and or practices to increase reach, performance, quality or impact.

2) Deliver a new or significantly improved “Way of working” in the form of principles, values or guidelines to deliver programs, policies, services, products, or any other development activities using resources in a more efficient and sustainable way.

From the perspective of social innovation, **process innovation** is often attributed to creating long-lasting, radical, and ground-breaking shifts. That is because it requires a longer allocation of time to strategize and execute, with support from various participants and stakeholders. It also requires a “higher level of cultural and structural change,” affecting larger portions of the population.

Similar to the concept of systems change, process change seeks to address more deeply, the root cause of a social issue. It is a deliberative process that is designed to shift the mechanisms and structures, which contribute towards a system behaving in a particular way.

In the context of scaling social innovation, process innovation will be an integral part in addressing the inefficiencies of how social innovation is being delivered, by changing and improving the method in which its core activities and stakeholder relationship are designed. The specific examples and recommendations to address process innovation will be addressed below and in the toolkit part of this report.

- **Defining Keywords:** Ways of working, Methods, Protocols

- **Guiding questions to understand Process Innovation:**
  - What needs to be done differently in the way the work is done?
  - What steps, activities, methods, and/or protocols need to be put in place to create or deliver products and/or service lines?

For the purpose of this research, key case studies and stories were selected in order to support the suggested good practices in process innovation. The first case is from an Accelerator Lab and the other one from a social innovation actor.

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Gabriel 2014.
European Commission 2016.
# Case Studies:

## VIETNAM ACCELERATOR LAB: CASE STUDY

<table>
<thead>
<tr>
<th>WHY?</th>
<th>The Vietnam Accelerator Lab is working with Danang’s Department of Natural Resource and Environment (DONRE) to introduce the Accelerator Lab experimental approach to Danang’s existing pilot on waste sorting. The Danang city had little to no infrastructure for waste sorting, and it was looking to recycle more valuable waste like metal, paper, and high-grade plastics.</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHAT?</td>
<td>The Vietnam Accelerator Lab is addressing the issue of waste management in a collaborative way, engaging with citizens to understand their recycling needs, and how waste sorting could be a more integral part of their routine to help their community become cleaner.</td>
</tr>
</tbody>
</table>
| HOW? | - Identified stakeholder engagement as the most important factor to address the systemic challenges around waste management.  
  - Prioritized two cities and in each city the Lab is creating a coalition of stakeholders to partner together to address the respective city’s waste management challenges.  
  - Each coalition of stakeholders would ultimately act like a city accelerator lab similar to the UNDP Accelerator Labs where the actor/coalition will sense, explore, test and grow a portfolio of solutions to address the challenges of the waste management system faced in the cities.  
  - Mapped the waste management process to understand the community recycling needs and how waste sorting could be a more integral part of their routine.  
  - The Accelerator Lab shared that early stakeholder engagement is key to ensure stakeholder ownership of the solutions.  
  - The Accelerator Lab has also engaged with a diversified array of stakeholders to reduce the risk of any one stakeholder negatively affecting systemic change.  
  - The Accelerator Lab led an experiment tracking results of different waste management approaches, to validate its primary and secondary process improvement research. |
| SO WHAT? | - **Scale out**: By improving the waste management process city wide, the stakeholder’s coalition could be able to expand their reach to much more waste collectors.  
  - **Scale up**: The Labs experiments and trials data can be used as a proof of concept and engage the Government on policy change.  
  - **Scale deep**: By engaging with a diverse stakeholder’s coalition (including private sector and the community), behavioral change becomes integral to the new process, by changing the way the community understands waste management. |
| MORE? | - What does accelerate inclusive innovation look like in Viet Nam?  
  - Experimentation in action: The Good, the Bad, the Unexpected |
# KABADIWALLA CONNECT: CASE STUDY

## WHY?
- The startup Kabadiwalla Connect works to support and improve the informal waste management system found in most of the developing world. The company began mapping the informal waste management system in Chennai, India.
- What the company found was a hyperlocal, decentralized system that was far more efficient and less expensive than its centralized, formal counterpart.

## WHAT?
- Kabadiwalla Connect is working toward understanding this system more thoroughly and finding ways to increase the volume of waste it processes while preserving its efficiency and improving working conditions for those involved.
- “By supporting this organically built circular system, we are not only keeping together a system that provides a living for many people but one that is potentially more effective and cost-efficient.” Kabadiwalla Connect

## HOW?
- Mapping the stakeholders involved in the process and process stages.
- On-boarding new potential stakeholders.
- Training existing waste pickers and collectors as well as creating local awareness.

## SO WHAT?
- **Scale out:** By working toward understanding this system more thoroughly and finding ways to increase the volume of waste it processes while preserving its efficiency and improving working conditions for those involved.
- **Scale up:** The NGO data can be used as a proof concept and engage the Government on policy change to invest in programs that improve the working conditions and offer technology and infrastructure support on an activity that provides jobs and directly the community sanitation.
- **Scale deep:** By supporting the organically built circular system, provides a living for many people in those communities.

## MORE?
Access to the Full Case Study
4.3. Product Innovation

For the purpose of this research, Product Innovation has three different forms:

1) The development of a new product.
2) An improvement of the performance of the existing product.
3) A new feature or application to an existing product.

A more technical definition includes goods that add “new or significantly improved characteristics or intended uses.”

Product innovation does not always signify a significant technological breakthrough creating a one-of-a-kind invention. Rather, it can also include small scale incremental improvements and improvisations of products.

- Defining Keywords: Physical products, Digital products, Platforms

- Guiding questions to understand Product Innovation:
  
  - What new products are required to achieve the desired social impact?
  - What modifications to products are required to achieve the desired social impact?
  - What products will be needed to support and/or enable systemic change?

In addition to these defining key words and key questions to be considered, more concrete examples of product innovation are demonstrated in the case studies and stories below.
Case Studies:

### UGANDA ACCELERATOR LAB: CASE STUDY

<table>
<thead>
<tr>
<th>WHY?</th>
<th>Uganda has one of the highest rates of deforestation and forest degradation in the world. Forest cover has decreased from 24% in 1990, to 12% in 2015, to 9% in 2019.</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHAT?</td>
<td>The Uganda Accelerator Lab is approaching the deforestation challenge as a development challenge rather than just an environmental challenge, developing a portfolio of product innovations to reduce the reliance on wood as an energy source (e.g. cooking stoves, renewable energy alternatives). Moreover, the Accelerator Lab is engaging with community members whose livelihoods are dependent on deforestation to find sustainable solutions.</td>
</tr>
<tr>
<td>HOW?</td>
<td>The Accelerator Lab has engaged multiple stakeholders, including the community, to not only develop, test, and fund the portfolio of product innovations, but to also develop a comprehensive scaling strategy that increases access to new products, increases adoption of products by users, and identifies enabling policy changes.</td>
</tr>
<tr>
<td>Scale Out:</td>
<td>Supporting product innovation development, funding, and scaling.</td>
</tr>
</tbody>
</table>
| Scale Deep: |  - Engaged unusual stakeholders like illegal loggers and created a safe environment for them to engage with the government to find sustainable solutions.  
  - Identified and engaged the largest consumers of wood (e.g. schools, hospitals, prisons) to raise awareness of deforestation and identify sustainable solutions.  
  - Mapping out key influencers (e.g. religious and community leaders) to raise awareness on deforestation and change the community’s behavior. |
| Scale Up: |  - Supporting the creation of a satellite data platform to enable accurate and accessible data for policy makers.  
  - Conducting an energy audit to map the demand and supply of electricity. Once the energy audit is complete, advocating with the Energy Regulator Agency to change laws and policies.  
  - Engaging the community through the development of digital solutions to encourage law enforcement (e.g. taking pictures of illegally cut wood sellers and sending them to the government). |
| SO WHAT? |  - Engaged unusual stakeholders like illegal loggers and created a safe environment for them to engage with the government to find sustainable solutions.  
  - Identified and engaged the largest consumers of wood (e.g. schools, hospitals, prisons) to raise awareness of deforestation and identify sustainable solutions.  
  - Mapping out key influencers (e.g. religious and community leaders) to raise awareness on deforestation and change the community’s behavior. |
| MORE? | For further details on the work the Uganda Accelerator Lab is engaged in, please visits:  
  - [UNDP Uganda](https://www.undp.org)  
  - [Garnering Solutions to Deforestation and Depletion of Forests in Uganda](https://www.garneringsolutions.org) |
## U-REPORT (UNICEF) STORY / CASE STUDY

**WHY?**
With the expansion of smartphone adoption and internet services, young people have become more connected than ever, however, their voices do not always reach decision makers.

**WHAT?**
Thus, UNICEF developed an open source mobile messaging platform called U-Report, used by UN agencies, governments, and NGOs. U-Report has four main functions:
1. Collect information directly from young people via polls.
2. Live chat support to young people for one-on-one advice.
4. Community Action: Mobilizing young people to take action on the ground.

**HOW?**
U-Report was launched in 2011 in Uganda, and today it has scaled to 55 countries and 6.5 million “U-Reporters.” U-Report engaged with local and national partners to scale in each country. U-Report was also launched on multiple platforms over the years (Twitter, Facebook, Viber, WhatsApp, etc.) and developed a U-Report app to further increase their reach. U-Reports also followed the scaling process developed by UNICEF:

**SO WHAT?**
Scale Out: UNICEF has identified a six step process for the set-up, deployment and implementation of U-Report for each country office.

**Scale Deep:** Multiple methods to influence the adoption of U-Report, such as:
- Partnerships with youth organizations and local NGOs.
- Traditional and digital media advertising
- Celebrity endorsements.
- Outreach (e.g. word of mouth, videos, influencers, etc.).

**MORE?**
- Full case study from [UNICEF](https://www.unicef.org)
- Link for further information and case studies on [U-Report](https://www.unicef.org)
4.4. Service Line Innovation

For the purpose of this research, development Service Line Innovation will be defined as the line of development work with the aim of providing service to a community in order to facilitate the achievement of the SDGs in the context of expressed community needs.30

While recognizing the distinct aspects of separate development service lines, this report is also identifying the interdependence between them. Thus, an innovation intervention, in regard to a service line, does not necessarily have to contribute only to one specific line but can provide positive (and negative) ripple effects on additional service lines. What differentiates a service from a product are three main characteristics: “intangibility, simultaneous production and consumption, and co-production.”

- **Defining Keywords:** Offerings / Value proposition / Development assistance delivery
- **Guiding questions to understand Service Line Innovation:**
  - What is the benefit/value a specific actor (e.g. UNDP/Accelerator Labs) is adding?
  - What does the community gain from working with the actor providing the service line?

More concrete examples of service line innovation will be demonstrated in the case studies below. The UNDP Accelerator Labs can be seen as a service line innovation by UNDP. Thus, the service line case studies and stories will reflect both examples from the Labs workings and others.
## DEMOCRATIC REPUBLIC OF CONGO ACCELERATOR LAB: CASE STUDY

| **WHY?** | Providing a **service line** that enables development practitioners to on a regular basis tap into the local networks of solutions to various development issues. |
| **WHAT?** | Through scouting and testing of local innovations, the Lab provides a service line. This is done by developing an atlas of innovations that contains solutions sourced from the community that will be readily available. |
| **HOW?** | By offering solution safaris, hackathons/challenges, mentorship and a database with solutions, the DRC is offering a service line that can keep servicing communities with solutions to development issues. |
| **SO WHAT?** | This is a leading way of thinking about the portfolio approach. The approach by the DRC team clearly offers new ways of delivering the services of both UNDP and the Accelerator Labs. It also sets up a service line that has the potential to involve all three types of scaling, but especially these two:  

**Scale Out:** The approach has the chance of impacting a great amount of people as it will serve to connect people to the solutions already existing.  

**Scale Deep:** Providing this service line is creating a chance for deep scaling at the community, UNDP, and government level. With this range of services being part of the service line, the view of grassroots innovations in the DRC could be radically changed and promoted. |
| **MORE?** | [Blog post by the DRC Accelerator Lab](#) |
# PROGRESA/OPORTUNIDADES/PROSPERA STORY / CASE STUDY

## WHY?
Following the "Tequila crisis" that significantly affected the Mexican economy in 1994, the government was faced with the challenge to make policies that would address poverty that came in the tracks of the crisis.

In 1996, what was going to become the federal conditional cash transfer service line Progresa (later renamed twice to first Oportunidades and then Prospera) was launched as a pilot in Mexico. The service line has shown significant impact when it comes to "reducing poverty and inequalities, increasing enrolment and school attendance, as well as vaccination rates, and access and usage of family planning methods."

## WHAT?

<table>
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<tbody>
<tr>
<td>Following the &quot;Tequila crisis&quot; that significantly affected the Mexican economy in 1994, the government was faced with the challenge to make policies that would address poverty that came in the tracks of the crisis.</td>
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<th>WHAT?</th>
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<tbody>
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<td>In 1996, what was going to become the federal conditional cash transfer service line Progresa (later renamed twice to first Oportunidades and then Prospera) was launched as a pilot in Mexico. The service line has shown significant impact when it comes to &quot;reducing poverty and inequalities, increasing enrolment and school attendance, as well as vaccination rates, and access and usage of family planning methods.&quot;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HOW?</th>
</tr>
</thead>
</table>
| Three key factors have been identified as allowing for the successful scaling of the service line.  
1) The solid political support behind the program ensured that it could survive election cycles.  
2) Strong linkages between national level policymakers and the actors working on the ground.  
3) The use of reliable systems for monitoring and fiscal management. |

<table>
<thead>
<tr>
<th>SO WHAT?</th>
</tr>
</thead>
</table>
| It is clear that the service line of Progresa/Oportunidades/Prospera was both innovative and effectively scaled.  
**Scale Out:** The initiative was replicated in various parts of the countries, and the number of people reached was significant just based on the individuals directly connected to it. It has also served as a template and inspiration for similar service lines in over 50 countries.  
**Scale Up:** The service line also came to influence the overall policy making around poverty eradication in Mexico. Based on its success, policymakers used the service line as an inspiration when addressing poverty eradication.  
**Scale Deep:** This is where the service line has received most of its criticism. After its initial success, some evaluations have shown that the service line was not able to address the root causes of the issue at hand. An example of this is that UNDP was part of the attempt to develop Estrategia 100 x 100 to address areas in which Progresa/Oportunidades/Prospera had not been effective enough. The initiative was trying to help design and develop strategies on "education, health, income generation and social infrastructure." Thus, the level of deep scaling of the service line is not clear even today. |

<table>
<thead>
<tr>
<th>MORE?</th>
</tr>
</thead>
</table>
| ● [Full case study from UNDP](#)  
● [Article from the World Bank](#) |

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4.5. The Portfolio Approach

Building on the three solution types outlined above, this section explains how the scaling framework can be used practically through a portfolio approach. It provides insights on how to navigate the three types of scaling and the cross-cutting portfolio approach of a combination of product, process and service line scaling. A visualization can help achieve a clearer image of the envisioning scaling for the Accelerator Lab and the key stakeholders that are involved in the scaling.

Visualizing What is Scoped and How:

To help Accelerator Labs visualize which portfolio of innovative solutions each Accelerator Lab intends to scale, a simple matrix like the one presented below can be used. Accelerator Labs can add a tick in the boxes that relate to their vision for scale in terms of what is scaled and how. It is recommended that Labs collaboratively with key stakeholders define what a vision for scale would look like as the matrix is filled out. The Mexico Accelerator Lab story below serves as an illustrative example.

**STORY: THE MEXICO ACCELERATOR LAB**

The Mexico Accelerator Lab is working together with a Mexican Ministry, testing an invitation letter containing behavioral insights to a) increase the number of public servants that attend training on performance-based-management, and b) increase the percentage of attendees who are relevant decision makers. From conversations with the Accelerator Lab, we learned that the Accelerator Lab sees this innovative solution as a combination of both:

- **A product:** The letter
- **A process:** Introducing new methods to the government to improve the internal management.
As a result, the suggestion for this portfolio is to explore the potential of scaling up, out and deep:

- **Scaling up**: Impact Mexico’s laws and policies through new performance management policies.
- **Scaling out**: Increase the number of communities impacted through other ministries and municipalities which could follow in using the letter.
- **Scaling deep**: Along with training provided through the Lab on the technical aspects, the Lab also puts a focus on getting the government to value the specific process that is introduced in the form of a learning component. Changing the mindset in the government can also be pursued with the help of the anchor point of the Mexican Ministry of Culture.

**Theory of Change for the Accelerator Lab’s Portfolio of Solutions:**

A [theory of change](https://www.nesta.org.uk/sites/default/files/outputs/111/theory_of_change_worksheet.pdf) considers the early and medium-term interventions to a development issue that are needed in order to achieve change in the long-term. For the Labs, a theory of change that builds on a portfolio approach is necessary to achieve large scale systematic change. Developing a theory of change that starts with the portfolio of solutions, which comes out of the experimentation phase of the Labs and has scale as a goal, can help identify a clear scaling pathway. Considering the portfolio approach early on in their work will set the Labs up for success in the long-term. The portfolio of innovative solutions could be a combination of product, process, and service line innovation and the scaling could be pursued up, out and deep. This report advocates for scaling in all three ways in order to achieve systematic change. The combinations available are many and will have to be identified in the specific context the Labs are working in.

---

“A theory-of-change process allows Accelerator Lab to assess the preconditions and activities needed to reach Accelerator Labs intended outcomes and goals. It can also be very helpful for identifying assumptions, such as pre-existing infrastructure. If scale is a goal, the Accelerator Lab’s theory of change should outline a path to it.”


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Agency within the Accelerator Lab's Portfolio of Solutions

The Accelerator Labs will be in charge of initiating the scaling process of a portfolio of solutions. Other actors will take over when it comes to carrying the responsibility of agency for scaling. The Labs have an important role to play by identifying “Who” can be the agents when scaling by fostering ownership by these actors to the degree that they are taking responsibility for that portfolio’s or innovation’s success.

This can counter any impression of top-down imposition in the early stages of a scaling effort and help incentivize collaborative design. In the later stages of the scaling process, when an initiative is handed over to another actor for further scaling, Labs will provide guidance in facilitating this transition which will be context-specific and dependent on what is being scaled. Thus, the Labs have the responsibility of ensuring that the “Who” is always identified to initiate scaling, but the other agents identified will have to be the owners of the actual scaling. Further information on this can be found under "Who is scaling" and "Ecosystem for scaling".

Questions for Portfolio Approach Development:

<table>
<thead>
<tr>
<th></th>
<th>What types of scaling does the portfolio lend itself to?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>What would be the risks and benefits of different types of scaling (e.g. reach and pace of scaling versus quality and fidelity to the original idea)?</td>
</tr>
<tr>
<td>3</td>
<td>How much involvement is desired, or felt is needed, over how the portfolio is taken up and implemented (complete handover vs. remaining deeply involved as Lab)?</td>
</tr>
<tr>
<td>4</td>
<td>What would be the implications of more or less involvement by the Lab?</td>
</tr>
<tr>
<td>5</td>
<td>What type of scaling fits the portfolio and the capabilities of the Accelerator Lab team and stakeholders?</td>
</tr>
<tr>
<td>6</td>
<td>Where are new competences and additional information needed? Would the Accelerator Lab be better off developing these itself or linking up with others who already have these competences or information? Who would the Accelerator Lab link up with?</td>
</tr>
</tbody>
</table>
5. The Scaling Toolkit

The scaling toolkit is offered in the context of the SDGs, taking into consideration resource limitations and ecosystem challenges of Accelerator Labs.

Image 5: Working model of the Scaling Strategy, including the framework and the toolkit

5.1. Introduction and Instructions

The aim of this section is to provide Accelerator Labs with guidance on the key themes of scaling a portfolio of innovations. The toolkit provides recommendations, which are brought to life through stories. Recommendations build on the comprehensive methodology outlined above, such as conversations with Labs and secondary research. In addition, tools such as the guiding questions are intended to help Accelerator Labs think through and design a successful scaling strategy applicable to respective contexts. The insights outlined here build on the various conversations with Accelerator Labs and stakeholders at all levels, the survey, and secondary research, and are intended to lay out cross-cutting aspects around scaling.

The toolkit has been designed with applicability to product, process, or service line innovation in mind, but may also be applied when exploring any other type of innovation. Also, the toolkit demonstrates how the cross-cutting benefits of a portfolio approach can go beyond the benefits pertinent to the different types of “innovations” if scaled in silos. The toolkit pertains to various aspects relevant to enabling the innovation ecosystem to scale social innovation, no matter its nature or the end goal. As we recognize that there is always room for improvement and that we cannot internalize all the extraordinary experience and knowledge of Accelerator Labs, none of the themes or recommendations below are meant to be imposed but are suggestions. Similarly, this toolkit will not cover every aspect of scaling or potential challenges that may arise, rather it
aims to address common themes and questions that Accelerator Labs have indicated over the course of this research. Context and need will always be the main pillars of bottom-up innovation, and thus this report will rely on Accelerator Labs to take this toolkit and adapt and improve it based on these essential aspects.

**How to use the toolkit?** *Horizontal instead of sequential reading* - The toolkit is divided into four sections, each composed of different components. It is recommended to direct the reader’s attention specifically to the most relevant components (horizontal reading) instead of using the toolkit vertically and reading sequentially through the whole document.

These are common themes that are critical in scaling a social innovation that were identified in our primary and secondary research. The four sections help Accelerator Labs think openly and broadly on where support is needed. Within each section there are 4 to 7 components. These components, which contain 1) recommendations, 2) guiding questions, and 3) stories, help Accelerator Labs think critically and focus on the specific questions to find context-specific answers. Not all the components and corresponding tools will be used by each Accelerator Lab, rather each Accelerator Lab should identify what support and guidance is needed to go directly to the relevant component(s).

**The reader can expect the following content from the toolkit:**
The reader can expect the following structure of the toolkit:

The Toolkit Index for Easy Access:

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>5. Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. UN Network and Agencies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Community Engagement</td>
<td></td>
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</tbody>
</table>
5.2. Envisioning Scale

Envisioning scale means creating a shared vision early in the innovation process that will help provide a better chance of scaling. If the whole portfolio of solutions, or some part of the portfolio does ultimately scale, starting off with a structured vision will result in more efficient use of resources in the long run. The key components of this vision for scale include defining the challenge in the light of scaling, application and enhancement of the portfolio approach, assessing the scalability, setting goals for scaling, and defining who is scaling.

5.2.1. Joint Challenge Definition

The nature of the problem that an Accelerator Lab chooses to address can also have an impact on its scalability depending on the respective country context. Therefore, in the process of choosing a relevant challenge to solve through scaling innovation, analyzing different aspects, including political realities, innovation trends, government priorities, support from the UNDP Country Office and stakeholders on the issue, and work currently being conducted by other UN Agencies will provide more information on the relevance of the issue in the context of the ecosystem, which would impact its scale. Therefore, it will be important to conduct an analysis at the beginning of the work cycle to identify a pertinent challenge that is relevant in the country context and would garner the necessary support from ecosystem actions.

Objective: To enable Accelerator Labs to analyze and identify pertinent and relevant challenges in their country context

Recommendations:

1. Analyze the existing policy priorities of the government in the country.
2. Align with the UNDP Country Office on its long-term development vision for the country.
3. Analyze the existing work of other UN Agencies on similar or related issues to identify gaps and understand limitations.
4. Conduct a pre-identification "market-testing" with the community to understand the relevance of addressing the issue. Identify who and how supportive potential stakeholders might be.
5. Develop a preliminary projection on the potential impact of addressing the challenge in the country context.
6. Analyze the social innovation ecosystem to identify and map trends on the issues being addressed.
Guiding Questions:

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Is the problem that has been identified pertinent to the context of the country?</td>
</tr>
<tr>
<td>2</td>
<td>Is the government of the country invested in the problem through policy/initiative?</td>
</tr>
<tr>
<td>3</td>
<td>Is the UNDP Country Office currently engaged in the issue or any aspect of it?</td>
</tr>
<tr>
<td>4</td>
<td>Is the challenge a part of the UNDP Country Office long-term development vision for the country?</td>
</tr>
<tr>
<td>5</td>
<td>Is any other UN Agency engaged in the issue or in an aspect of it?</td>
</tr>
<tr>
<td>6</td>
<td>Has there been increased traction on innovations to address the issue in the region/country?</td>
</tr>
<tr>
<td>7</td>
<td>Does the community affected by the issue identify the challenge as a priority for its well-being?</td>
</tr>
<tr>
<td>8</td>
<td>Has the Accelerator Lab conducted early ecosystem mapping to position the importance and relevance of the issue-identified across various aspects, including social, economic, environmental, political, and technological (e.g. PEST), among others, to position its priority?</td>
</tr>
</tbody>
</table>

Stories:

The **Serbia Accelerator Lab** is working on the issue of depopulation in the country. The issue was identified after an analysis of the socio-economic realities and government policy priorities. As there is a consensus on the need to address this challenge, the Accelerator Lab has seen increased ecosystem support to tackle the issue.

The **Palestine Accelerator Lab** is working with the Prime Minister’s Office along with twelve working groups on SDGs. This provides a platform to identify and address cross-ministerial challenges to achieving SDGs. Through this exercise, the Palestine Accelerator Lab is also able to identify targeted solutions to the identified problems.

**5.2.2. Scalable Innovation**

This component addresses practical aspects in scalability of social innovation. Scalability refers to the social innovations’ ability to scale in any of the three ways this paper has outlined. It guides Accelerator Labs through different areas that are relevant to look at when assessing if a solution is scalable. The Accelerator Labs Network is a learning network and the toolkit is designed in a way that learning happens from component one to wherever an Accelerator Lab shifts. Even if scalability is not reached, lessons learned can be applied up to the point of realization, decision to not proceed, and when the Accelerator Lab embarks on its next cycle of work. The learning section provides further insights in terms of how to learn from “failure.”

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34 The “issue map” worksheet from NESTA that is available [here](#), p. 76, can be helpful for Labs to think about scalability.
Objective: To help Accelerator Labs and their network think through the scalability question

Recommendations:

1. Pursue scalability in the SDG context. The following tools can help visualize the SDGs addressed and their interlinkages: SDG interlinkages and SDG Dashboard
2. Assess scalability in relation to other solutions in the portfolio.
3. Assess scalability together with impacted communities before pursuing scaling.
4. Recognize that when something is not scalable, it is still a learning opportunity.

Guiding questions

<table>
<thead>
<tr>
<th>Is it possible to identify a strong case for action, such as an urgent need?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Which (combination of) SDG(s) are the Accelerator Lab working towards?</td>
</tr>
<tr>
<td>• What is the current level of need in the community?</td>
</tr>
<tr>
<td>• The opportunity size: To what extent can the innovative solution decrease the need level?</td>
</tr>
<tr>
<td>• What hypothesis are these assumptions based on in order to meet such a need?</td>
</tr>
<tr>
<td>• Through which experiments can these hypotheses be tested?</td>
</tr>
<tr>
<td>• What evidence do Accelerator Labs have that the portfolio of solutions works?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Is it possible to identify the right leaders: people with the necessary vision and resources?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Who knows most about the potential for growth of the innovative solution?</td>
</tr>
<tr>
<td>• What (un)common data sources and inputs can be tapped into?</td>
</tr>
<tr>
<td>• What are connections with the efforts/investments made by the government and key stakeholders?</td>
</tr>
<tr>
<td>• Has there been increased traction on innovations to address the issue in the region/country?</td>
</tr>
<tr>
<td>• Is a handover to the UNDP Country Office, private sector ventures or policy change/government possible?</td>
</tr>
<tr>
<td>• Can Accelerator Labs seek guidance from others who are already working at scale?</td>
</tr>
<tr>
<td>• Can Accelerator Labs consult communities of practice, companies, governments and organizations working in the Accelerator Labs’ region or sector, and learn from their experiences?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Is it possible to discover the right solution/an effective and viable portfolio of solutions?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Does the innovation meet the scaling goals criteria? (see below)</td>
</tr>
<tr>
<td>• What potential adverse effects could scale the social innovation have?</td>
</tr>
<tr>
<td>• Does the innovation factor in innovation-related rights?</td>
</tr>
</tbody>
</table>

3. Early testing:
   • At what stage is the innovation currently at?
   • What is the timeline since the conception of the solution?
   • What are the early challenges faced to launch the solution?
   • Is there documentation of proof of concept?
   • Is there a lean and agile method to test the solution to assess the viability of scaling? (e.g.: prototype, localized implementation)?
   • Is there a community of local adopters who have been identified and engaged?
| Early traction:                                                                 |
| ● Is there market or community demand for the innovation?                     |
| ● What are the tools used to assess the target market/community demand for the innovation? |
| ● Has there been early output/outcome mapping for the innovation?             |
| ● Is there evidence on achieving the early outputs for the innovation?        |

| Is it possible to take the “right” approach and assess capacity (further details on this question can be found in the resources section)? |
| ● What supportive policy, regulation, and standards exist or need to be put in place? |
| ● What existing human capacity is available for the scaling phase?             |
| ● Can Accelerator Labs build on existing technologies, systems or platforms?  |
| ● What are the financial expectations? If applicable, does the solution have a viable business model, with a clear overview of cost structures and potential revenues? |
| ● Are the implementing actor’s systems and processes capable of operating at a higher volume, or capable of expanding? |

| Is it possible to recognize that when something is not scalable, it is still a learning opportunity? |
| Even if the scaling is not concluded or does not reach the envisioned endpoint, lessons learned can be applied up to the point of realization, decision to not proceed, and when the Lab embarks on its next cycle of work. |

**Story: Social Innovation Academy (SINA) in Uganda**

Uganics is a mosquito repellent soap company which was incubated in the Social Innovation Academy (SINA) in Uganda. SINA helped the innovator of Uganics, “dream big” at the beginning of the project and pushed for selling the products across multiple stores. However, as the scaling goals were reviewed, Uganics realized that certain constraints, such as transportation infrastructure and the vast rural population of Uganda, would make it more effective to scale up the idea and encourage local production, then establish a supply-chain for their product. In other words, Uganics wanted to support innovators across Uganda by disseminating how to make and sell the mosquito repellent soap, rather than Uganics selling all across Uganda. Uganics believed ideas and knowledge would be able to overcome the physical obstacles that products faced.

*Uganics and the Social Innovation Academy are two stakeholders of the Uganda Accelerator Lab.*
5.2.3. Scaling Goals

Setting goals for scaling from the beginning is key to envisioning scale. While this report cannot provide Accelerator Labs with all-encompassing goals for scaling that will be applicable to every regional and SDG-context, it can, however, help Accelerator Labs ask the right questions in order to set up lists of goals for scaling. This is specifically addressing the question: Is it worth scaling? If it is likely to fulfill certain goals, it is also likely to be worth scaling. It is recommended to set goals for scaling in the initial stages of problem and solution identification. Additionally, make sure that the goals for portfolios that are worth scaling (determined in the scalability component), otherwise move on to the learning section (e.g. learning from failure). Also, it is suggested to align on suitable goals with key stakeholders, and while doing so, clearly define the Accelerator Labs role in scaling, as well as to clarify expectations of the UNDP Country Office regarding goals for scaling.

**Objective**: To help Accelerator Labs in developing their own sets of goals for scaling

**Recommendations**:  
1. Go through a process for setting goals.  
2. Make sure there is alignment with partners and stakeholders on the goals.

**Guiding questions**:  
1. Is the portfolio of solutions relevant beyond their initial context? Is it possible to build on existing technologies, systems or platforms (unless there is a very clear reason why something new is needed)?  
2. Is the portfolio of solutions relatively simple?  
3. Is the portfolio of solutions clearly better than the alternatives?  
4. Does the portfolio of solutions not rely solely on the talents of specific individuals?  
5. Does the portfolio of solutions have the ownership of key stakeholders?  
6. Is the portfolio of solutions designed with the user?  
7. Does the portfolio of solutions have the potential to match the level of need of the community?

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*This is building on: Gabriel 2014.*
Stories:

Raising Gabdho Foundation, an innovation lab in Uganda, highlighted the challenge their innovators face when balancing between social impact and profitability. Donors typically prioritize social impact. However, innovators require constant sources of funding to continue scaling, and thus, these entrepreneurs begin seeking profit generating activities. Some donors do not expect this and at times the funders accuse the innovators of corruption. On the other hand, innovators may lose interest or motivation without seeking profits and financial independence. Thus, Raising Gabdho Foundation highlighted the importance of early alignment between donors and innovators on the long-term scaling goals. Specifically, the balance between social impact and long-term financial funding.

Goals are a more concrete and detailed version of a long-term vision. Many Accelerator Labs already have a long-term vision for their work. The following is a compilation of different long-term visions that Labs have shared in this research project:

- **South Africa**: Ideally Accelerator Labs want to “work themselves out of a job” - that would necessarily serve their vision of enabling an ecosystem that is self-sufficient and sustainable to scale social innovation.

- **Zimbabwe**: “I hope the UNDP Country Office will function as an Accelerator Lab” - UNDP Country Office shifting from project management approach to problem solving approach.

- **Ecuador**: “Planting a seed in different actors” - to enable learning in the ecosystem.

- **Kenya**: “Serving beyond UNDP to other UN Agencies.”

- **Chad**: “Make innovation more visible in the region, ensuring intellectual property for innovators.”

- **India**: “Hard to know when funding is only to 2021” - Not clear mandate for mobilizing funding beyond 2021.

- **Viet Nam**: “Build similar Labs within government and other organizations.”

- **The Gambia**: “The way the Accelerator Labs work should also be a natural way for the UN agencies to think.”
5.2.4. Who Is Scaling?

Previous components of the envisioning scale section have been referring to the importance of stakeholders and partners, i.e. in order to scale there needs to be an understanding of who will do what in the scaling process. The “Who” question also is key to building a vision for scale. For Accelerator Labs, scaling is defined in the context of an innovation ecosystem. Thus, this report suggests an ecosystem approach, in which the Accelerator Lab functions as an “enabler” that supports the innovation ecosystem within a specific country in scaling a social innovation for development. This is different from the ecosystem section, because while this is “Who,” the ecosystem is the “How” to engage with stakeholders for scaling, focusing on the specifics of each stakeholder. The goal of this section is to get Accelerator Labs to think of the potential actors, the different “Who,” that may exist and need to be engaged in the scaling process. Through the earlier parts of the working cycle, Accelerator Labs will have an understanding of what actors are relevant to the space the Accelerator Labs are working in. This part of the toolkit will help them identify who is specifically relevant when scaling.

**Objective:** To clarify “who” is scaling to be able to look in detailed at specific ecosystem actors in the following section on the “ecosystem”

**Recommendations:**

1. Map the Accelerator Labs in-country innovation ecosystem.
2. Identify key innovation champions.
3. Position the Accelerator Lab as an “enabler” of the innovation ecosystem.

**Guiding Questions:**

In mapping the Accelerator Labs’ innovation ecosystem, a few key questions can help clarify the roles of key stakeholders in the ecosystem:

1. Who would be paying for the scaling of the portfolio of social innovation solutions?
2. Who would be delivering the portfolio of social innovation solutions?
3. Who would be using the social innovation solutions of the portfolio?
4. Who would be benefiting from scaling of the portfolio of social innovation solutions?
5. Who can influence the impact of the scaled portfolio of social innovation solutions?

The “stakeholder map” worksheet by Nesta available [here](#), p. 78, can be helpful for Labs to map the in-country innovation ecosystem.
In its efforts to address deforestation, the **Uganda Accelerator Lab** has identified an unusual partner that may be able to have a large impact on the success of the work – Her Royal Highness the Nnabagereka/Queen of the Kingdom of Buganda, Sylvia Nagginda. The Queen has the potential of amplifying the overall work of the portfolio in regard to the issue of deforestation. In addition, the monarchy has the authority to inspire people to change their lives in multiple ways and may serve as an influencer across multiple issue areas over time.

### 5.3. Supportive Ecosystem for Scaling

The ecosystem for scaling looks beyond social innovation itself and at the different actors within the innovation ecosystem involved or impacted in the innovation process, and how their interactions with one another and the scaling environment impact this process. The ecosystem is “characterized by an array of interacting organizations, individuals (collectively referred to as “actors”), elements, relationships, and conditions that either enable or impede innovation.” The scalability and sustainability of a social innovation is connected to the ecosystem – how engaged and aligned the different elements of the ecosystem are on the innovation.

Innovation does not happen in a vacuum but instead exists amongst moving parts that are continually evolving and changing. Rather than being a fixed and stagnant environment, the ecosystem may evolve, adjusting to fit the needs of the innovation through the various stages of scaling. Mapping out and thinking about the ecosystem allows innovators to reflect upon the current enablers and barriers as well as what conditions are needed to support the scaling process. These components outlined in the supportive ecosystem section of the toolkit will help guide Accelerator Labs in identifying if and how ready the ecosystem is for scaling. The stakeholders highlighted as components in this section reflect stakeholders with whom many of Accelerator Labs referenced engaging throughout our research; it is important to highlight that there are numerous other actors (i.e. academia, media, sector-specific actors) who may engage in the scaling ecosystem and the ones highlighted here are not the end-all be-all.

#### 5.3.1. Stakeholder Engagement

Stakeholder engagement is a process of organizing and interacting with relevant actors who may have an impact or be impacted by the innovation, its scalability, or the overall portfolio. Stakeholder engagement looks at information and resource sharing, vision alignment, capacity development among other components. Stakeholder engagement goes beyond looking at “who” as part of the scaling environment to “how” to coordinate and engage these actors. Accelerator Labs are playing a unique role to ‘bridge’ stakeholders together and organize interactions to create greater synergies. Their position within UNDP along with working in a small team allows...
an Accelerator Lab to be agile and engage both large and small stakeholders. It is important to
acknowledge that scaling innovation will not benefit all stakeholders equally, and some may even
experience negative impact from the innovation. Similarly, not all stakeholders hold the same
weight of influence and importance. It is critical to assess how each stakeholder fits in the
ecosystem, to what level the stakeholder could/should be engaged, and then approach the
stakeholder accordingly to leverage the partnership to reach the scalability of the solutions.

**Objective:** To coordinate collaborations and resources of stakeholders to create a more cohesive
ecosystem for scaling

**Recommendations:**

1. Map out all stakeholders engaged and the respective resources and expertise each stakeholder
   brings. (Nesta has created useful stakeholder mapping worksheets [here](https://diytoolkit.org/tools/people-connections-map/))
2. Assess the stakeholder map to see where there is duplicated efforts, room for better coordinate
   efforts, and more suitable roles for stakeholders that can contribute to a more systematic approach.
3. Facilitate a process where stakeholders should clearly define and align roles.
4. Define and align the Accelerator Lab’s role with the different stakeholders.
5. Initiate early engagement with stakeholders to build collective ownership of the scaling process.
6. Map resources (e.g. finance, specialized equipment, knowledge repository, training, mentorship)
   with stakeholders to identify what each stakeholder can provide and coordinate logistically the use
   of outlined available resources. See section 3 on Resources for Scaling for further guidance.
7. Build trust and create safe and neutral space for engagement of all stakeholders.
8. Identify the skills and insight each stakeholder brings and coordinate a systematic way of information
   sharing through platforms (e.g. via Google Drive or Dropbox) and communication channels (e.g.
   WhatsApp chats, regular meetings, emails) among stakeholders.

**Guiding Questions:**

1. Has the Accelerator Lab identified ‘unusual partners’ who could provide alternative insights to scale
   innovation?
2. How can stakeholders be engaged early on to ensure ownership?
3. Are there barriers preventing stakeholders from engaging with one another?
4. Are there potential stakeholders who are not being engaged within the ecosystem?
5. Are all stakeholders aligned on the vision for scaling?
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<tbody>
<tr>
<td>6</td>
<td>Are there ‘champions’ of the innovation in hard to reach sectors or organizations that advocate for the innovation?</td>
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<td>7</td>
<td>How are local communities engaged?</td>
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<tr>
<td>8</td>
<td>Is there a clear pathway for communication between stakeholders?</td>
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<tr>
<td>9</td>
<td>By engaging with certain stakeholders, does that threaten potential engagement with other stakeholders?</td>
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**Stories:**

The **South Africa Accelerator Lab** did an environmental scan and built an internal matrix to assess the innovation ecosystem in the country. Through identifying partners and stakeholders for accelerating implementation towards the SDGs, the Accelerator Lab found coordination, interaction, and collaboration among the actors as one of the key areas to improve the ecosystem. **For More Details:** Access the report here Grassroots Innovation: Missing Link In The Innovation Ecosystem In South Africa

The **Kenya Accelerator Lab** partnered with the Aga Khan University to create a pilot program that trains out of school journalists as an effort to tackle the larger challenge of youth unemployment. The Accelerator Lab saw this as an opportunity to leverage the local journalists as solutions mappers on the ground as well as bridge the information access divide. Through this pilot program, the Aga Khan University provided technical journalism skills and the Accelerator Lab brought in the solutions mapping linking it to the SDGs and the Decade of Action and seeing how we could use the Labs tools like issue mapping to unpack some of the challenges the journalists were facing. The young journalists shared their insights and ideas on how to address some of the challenges around youth unemployment and understanding what is happening on the local level.

**5.3.2. Building Partnerships**

Building partnerships looks at how to engage and build partnerships with actors within the country in which scaling is taking place. When thinking about new partnerships, the Lab should search for ones that will have added value, whether it is opening the Accelerator Lab to a new network of stakeholders, resources, or knowledge. A partnership is a one-on-one individualized relationship that looks at achieving a joint goal together, unlike stakeholder engagement which looks at interactions and coordinated efforts among a group of actors. A potential partnership should look at how to get supportive resources for scaling. When building partnerships, it is important to remember that not all partnerships will have the same timeline; some partnerships will be essential only for the initial stages of scaling while others may be critical for the entire process. Identify sustainable partnerships early on, who have the capacity and interest in the innovation to engage it throughout the scaling process. In addition, assess when and where in the scaling process each partnership fits and structure the partnership accordingly. Unlike the stakeholder engagement component, this component focuses on building new partnerships, which helps the scaling process acquire the supportive resources needed for scaling.
Objective: To identify and establish partnerships with actors who can support and bring added resources to the ecosystem for scaling

Recommendations:

1. Agree on the components of the relationship and what each side brings in the beginning. This will help reduce the risk of power imbalance. (NESTA has additional worksheets and checklists relevant to establishing partnerships and respective roles.)

2. Identify resources, knowledge, or capacity that is absent and target partnerships that can strengthen these points.

3. Differentiate the short-term and long-term partnerships and adjust engagement and expectations accordingly. Different stages of scaling may require different resources or knowledge, and structure partnerships according to the various needs of the scaling process to maximize the added value from the partnership.

4. Create long-lasting partnerships with stakeholders who have common interests/goals, aligning the partnership along the shared vision.

5. Develop partnerships with leading academic institutions (e.g. universities, research institutes, think tanks etc.) who bring in expertise/knowledge and are able to test potential solutions.

Guiding Questions:

1. Are there certain skills/training/knowledge the Accelerator Lab is missing that could enable scaling of social innovation, which could be strengthened through a partnership?

2. Can sustainable partners be identified to invest resources (e.g.: time, money, infrastructure, etc.) for the longevity of the innovation?

3. Is there a partnership and engagement strategy to continuously bring in new partnerships?

4. How can the Accelerator Lab’s partners help mobilize resources?

5. Have the Accelerator Lab’s partners/stakeholders been categorized and documented for future access?

6. How does this partnership support the scaling environment and further the scaling process?

7. Are there legal documents/contracts outlining the partnership and terms of engagement?

8. What can the Accelerator Lab/partner offer that makes for a flourishing partnership?

Stories:

The **Gambia Accelerator Lab** believes how one enters and engages in a partnership is critical. The Accelerator Lab emphasizes to potential partners that it is not about picking winners but rather, partners who are first movers and will solve the problems the Accelerator Lab is focused on.

The **Ukraine Accelerator Lab** is creating a toolkit for communities to identify environmental problems and support these communities to solve the problems with nature-based solutions. Some partners only see the Accelerator Lab and UNDP as a top-down approach and the Accelerator Lab is looking for potential partners who share the vision of a community driven bottom-up approach. Through a new partnership with Biodiversity Foundation, a Ukrainian foundation, the Accelerator Lab is working to have the toolkit available directly for communities, putting greater decision power in the hands of local communities.

### 5.3.3. Conducive Innovation Policies

Another aspect of the ecosystem are the policies, cultural norms, regulations, and political frameworks where scaling occurs. Policies and norms can help shape incentives to scale social innovations through regulating the sector, funding opportunities, and intellectual property laws. However, just as policies can encourage and foster an environment of innovation, policymaking can stifle scaling whether that is accessibility to capital or the market. Accelerator Labs should analyze the current policies and see how to best align scaling goals with current policies or engage with the government to collaborate on developing policies that better support an environment for scaling of innovations.

**Objective:** To identify and align with policies that support innovations and the scaling ecosystem

**Recommendations:**

| 1 | Advocate for innovation-friendly policies (i.e. policies that support intellectual property laws). |
| 2 | Involve local government in the design phase and address key community concerns. |
| 3 | Engage the government, especially those who are champions of innovation, for entrepreneurial friendly policies. |
| 4 | Think of the long-term impact the innovation may have on policies for future innovations and their scalability. |
| 5 | Evaluate if there are current policies that could better leverage the scaling goals. |
Guiding Questions:

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<tbody>
<tr>
<td>1</td>
<td>Are there policies that may pose advantages/barriers for scaling?</td>
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<tr>
<td>2</td>
<td>Are there certain policies that need to be in place to support the scaling process?</td>
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<tr>
<td>3</td>
<td>How can scaling this innovation impact policies to support future innovations?</td>
</tr>
<tr>
<td>4</td>
<td>If policies do not align with the scaling goals, are there measures that can be set in place to protect the scaling process from these potential barriers?</td>
</tr>
<tr>
<td>5</td>
<td>Are there ordinances or cultural norms that will shape the scaling approach?</td>
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Stories:

Serbia has been part of a growing tech economy, and many digital nomads have been moving to Belgrade to be part of this growing sector. The Serbia Accelerator Lab is working with Digital Serbia Initiative, a Serbian NGO, on a project to advertise Belgrade as a digitally friendly city and making it an attractive destination for digital nomads. Recognizing how this project can help counteract the depopulation trend Serbia is facing, the government of Serbia has aligned its efforts with Digital Serbia Initiative and the larger tech industry to support growth of this sector. The Serbian government has put in place regulations around the digital economy to strengthen the tech industry as well as attract digital nomads and other migrants to Serbia. Since one of Digital Serbia Initiative’s outcomes aligned with the national agenda on depopulation, both of their efforts helped to further one another’s goal.

5.3.4. UNDP Country Offices

Accelerator Labs are uniquely positioned to connect UNDP with local actors. The SIPA Team’s research suggested this is among the key aspirations of both Accelerator Labs and the UNDP Country Offices. Both recognize the symbiosis in this relationship, and as an agile and flexible entity, Accelerator Labs are able to employ different methodologies. Accelerator Labs and the UNDP Country Office should work together to mainstream and collaborate on innovative methodologies that challenge traditional approaches. When thinking about innovations to scale, the Lab should identify which solutions fit into the portfolio of projects and the larger agenda of the UNDP Country Office. Advocates and supporters within the UNDP Country Office must be identified based on who can support the scaling efforts.

“It’s not a Lab of the three of us but rather 20, 30, 50 people from the office who are early adopters of innovative methodologies who want to change the usual way of doing business of UNDP.”

Serbia Accelerator Lab
Objective: To integrate and collaborate with the UNDP Country Office to mainstream efforts to create an integrated ecosystem for scaling

Recommendations:

1. Integrate the Accelerator Lab's process/service line and understanding within the UNDP Country Office. Share relevant learnings and methodology processes in a timely manner. Be open to feedback and adjustments and incorporate them where applicable.

2. Identify early adopters within the UNDP Country Office who can support the scaling process.

3. Align with the UNDP Country Office on the goals of portfolios/projects and how these goals align with the long-term vision.

4. Assess the general relationship between the Accelerator Lab and the UNDP Country Office. Ease any concerns and build a cooperative and trusting working relationship whether that is through monthly meeting updates or joint brainstorming and working sessions.

Guiding Questions:

1. Are there system barriers that could hinder the scalability of an innovation that the Accelerator Lab and UNDP Country Office can work together to overcome?

2. Can the UNDP Country Office provide introductions to potential partners, especially those beyond the country network?

3. Is there a pathway to integrate the Lab’s methodology and learnings in the UNDP Country Office?

4. How does the innovation align with the portfolio of solutions of the UNDP Country Office?

5. Are there other roles the Accelerator Lab can play to support the UNDP Country Office?

6. Are there ways to improve the working dynamics between the Accelerator Lab and UNDP Country Office?

7. Is there open communication or does the work of the Accelerator Lab and UNDP Country Office feel out-of-sync?

Stories:

The Paraguay Accelerator Lab noticed early on that there was distrust from the UNDP Country Office. The Accelerator Lab worked to change that by creating a learning and sharing session with the UNDP Country Office on a monthly basis. This was a workshop to teach different methods and tools to the UNDP Country Office (e.g. Theory of Change). The Accelerator Lab highlighted how there is still a need to clarify the activities conducted and to what extent the Lab is able to go beyond the existing UNDP Country Office portfolio. However, the relationship between the Accelerator Lab and UNDP Country Office is a growing and working relationship that will evolve throughout the course of engagement.
The Democratic Republic of Congo Accelerator Lab has received a role in the UNDP Country Office’s Strategic Policy Unit. The implication is that the Lab has greater influence on the strategic and policy decisions at the highest management level of the UNDP Country Office and can benefit from the strategic and policy advice/expertise of this unit. It can potentially give the Accelerator Lab more “power” in making sure these methods are used within the UNDP Country Office. This exemplifies how the Accelerator Lab can be integrated and mainstream its methodologies and understandings into the larger UNDP Country Office framework.

5.3.5. Government

Based on the survey conducted with Accelerator Labs, many indicated how the government is seen as a key actor for scaling. The government is usually one of the largest actors in any scaling ecosystem with a large capacity for support of innovations, whether that is through passing innovation supporting policies, interagency supporting coordination throughout the country (in either or both public and private sectors), or directly partnering in scaling. Getting government support and engagement can be crucial in ensuring the sustainability of an innovation.

Objective: To find ways to incorporate government support and engagement to enable scaling

Recommendations:

1. Align innovations with government priorities and strategies.
2. Get buy-in from members of government to support the sustainability of social innovation through directly engaging in the scaling process or by vocally supporting the innovation’s goals.
3. Be mindful of the political climate and how it can reshuffle government priorities and involvement in the scaling process. Assess if an innovation is tied to a political priority of a political party/official or is it a larger more universally accepted innovation across political party lines.
4. Engage the government, especially those members and officials who are champions of innovation, for entrepreneurship-friendly policies.
5. Focus on aligning the innovation and its scaling strategy with the mission of a ministry (i.e the Ministry of Health or Ministry of Education).
6. Engage with a senior government agency (e.g. Office of the Prime Minister) to provide senior government guidance and ensure line ministries are actively engaged in the innovation ecosystem.

Guiding Questions:

1. Does the innovation align with the government’s priorities and strategies?
2. Is there governmental support for the innovation?
3. How may engaging the government alter engagement with other stakeholders?

4. Will engagement with government persist if there is a change in political climate?

5. Do elections and change in administration present barriers for the scaling process?

6. Are there specific ministries and government offices that the innovation aligns with its goals and agenda?

Stories:

The Uganda Accelerator Lab is looking at different solutions to address climate change, and one area of focus has been the rapid levels of deforestation in the country. In order to address this challenge, the Accelerator Lab has been working on projects to understand the drivers of deforestation and create efforts to combat it. To understand the deforestation issue and work on sustainable solutions, the Accelerator Lab organized a workshop between illegal loggers, government, universities, incubators, FAO, and Global Pulse to collaborate on solutions to deforestation. It was the first time the government sat with the illegal loggers and worked together on sustainable solutions. The Accelerator Lab provided a politically neutral space where illegal loggers felt comfortable to engage in dialogue with government officials about deforestation. In situations like this, the Lab can facilitate a neutral space and encourage unlikely stakeholders to work together.

5.3.6. UN Network & Agencies

The breadth of the UN Network presents a valuable asset to Accelerator Labs from knowledge and experience resources to new stakeholder and partnerships to capacity support. Many of the UN agencies have in-house innovation incubators and portfolios of projects that are being worked on. Rather than create new projects or approaches, coordination must be enhanced with the respective UN system partners to enhance the reach and impact of the innovation. Similarly, many of these agencies have specialized knowledge on certain subjects and have projects and goals to address them. Building on this knowledge and specialization can help Accelerator Labs have width and depth in the scaling strategy.

Objective: To engage the relevant UN agencies and network within the country to foster a cohesive and integrated ecosystem for scaling

Recommendations:

1. Integrate the Accelerator Lab’s process/service lines and understanding within the UN system.

2. Identify synergies across different UN agencies. Some mandates overlap with some of the experiments the Accelerator Lab is running - focus on aligning and enhancing each other’s work rather than duplicate.
3. Align on efforts (e.g. service lines, events) so that one another’s work complements and supports each other when possible.

4. Build off of one another’s contacts and networks.

5. Coordinate with agencies that have specialized knowledge on the topic the innovation addresses to share their insights and experiences.

Guiding Questions:

1. Is there an opportunity to collaborate/partner with other UN agencies working on the same issue?

2. How can the Lab’s findings and process/service line be shared across agencies?

3. Is there a repository of knowledge and training from other UN agencies easily available?

4. How can the larger UN network be engaged in the innovation?

Stories:

The Gambia Accelerator Lab is focusing on youth unemployment. One of its projects is a jobs alert/job matching platform. With a high mobile phone penetration rate in the Gambia, the Lab is looking at how to make this platform mobile friendly (i.e. sending SMS notifications). The UNDP Country Office has been posting jobs on this platform and the Lab is working with UNCT to have them use this platform as well.

The India Accelerator Lab is working on air pollution in the National Capital Region. While the issue of air pollution has several pieces, the India Accelerator Lab was able to leverage the work and resources of UNEP through successful collaboration and knowledge sharing.

5.3.7. Community Engagement

Engagement with the community is among the most crucial factors necessary to scale social innovations. While all components under the toolkit should ensure that this is achieved, integrating methods to engage with the community will support the Accelerator Labs achieving the required number of people, impacting the necessary institutional frameworks, and in bringing about a cultural change. Engaging with communities through a targeted, collaborative and culturally sensitive process is also key to achieve the large-scale impact that social innovation envisions.

Objective: To develop a strategy to engage the community to scale social innovation
**Recommendations:**

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<td>1</td>
<td>Identify clearly the conceived outputs, outcomes, and impact for the community.</td>
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<td>2</td>
<td>Create a communication strategy for awareness on the positive outputs, outcomes, and impact on the community that has been achieved or is expected to be achieved.</td>
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<tr>
<td>3</td>
<td>Collaborate with media, community leaders, and other partners to communicate to the community effectively.</td>
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<td>4</td>
<td>Engage with the UN Communications Office to align the collective narrative to enable community engagement.</td>
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<td>5</td>
<td>Identify local organizations to position strategic affiliations to build community trust.</td>
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<td>6</td>
<td>Reduce information and cultural barriers by using accessible platforms and language to connect to the community.</td>
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<td>7</td>
<td>Engage community representatives for feedback to assess expectations and the envisioned impact of the innovation.</td>
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<tr>
<td>8</td>
<td>Deploy the <strong>5 R framework</strong> - Readiness, Receptivity, Resources, Risks, and Returns from the perspective of the community to enable uptake.</td>
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<tr>
<td>9</td>
<td>Leverage digital tools such as UNICEF's RapidPro and U-Report platforms to engage with a broader base of the community.</td>
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**Guiding Questions:**

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<tr>
<td>1</td>
<td>What is the Accelerator Lab’s current strategy to encourage community engagement to enable scaling of social innovation?</td>
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<td>2</td>
<td>Is the Accelerator Lab mapping the community ecosystem and their priorities using tools such as empathy maps, or the 5 R framework, or other methods to analyze and improve community engagement?</td>
</tr>
<tr>
<td>3</td>
<td>Is the Accelerator Lab conducting community engagement activities, such as awareness campaigns, information dissemination activities, and participatory programs, to increase community engagement?</td>
</tr>
<tr>
<td>4</td>
<td>Is the Accelerator Lab engaging with relevant stakeholders, such as the UN Communications Office, media, community leader, to develop strategic narratives to increase community engagement?</td>
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41 Dees and Anderson 2004.
42 RapidPro is a mobile tech programming tool that allows UNICEF, government, NGOs and other partners to gather accurate real-time information from the community via SMS and other communication channels (e.g., voice; social media channels, such as Facebook Messenger, Telegram, WhatsApp) to enable real-time data collection and mass-communication with target end-users, including beneficiaries and frontline workers.
43 U-Report is a messaging tool that empowers Accelerator Lab people around the world to engage with and speak out on issues that matter to them.
Is the Accelerator Lab taking measures to develop relevant and effective content that overcomes cultural and language barriers to increase community participation?

Is the Accelerator Lab partnering with any local communities for trust-building with the community to enable greater engagement for scaling innovation?

Has the Accelerator Lab identified potential digital tools/platforms to improve community engagement?

Is the Accelerator Lab using tools that are easily accessible and practical for the communities to engage?

Stories:

The South Africa Accelerator Lab is working with the national radio and local celebrities to disseminate information on the impact achieved by the UNDP. This is an important preliminary step to ensure that the information opacity among communities on the work being conducted by the UNDP, including the work Accelerator Labs, is reduced and there is greater community engagement. In addition, the South Africa Accelerator Lab is working with communities through innovation hubs to better understand the realities of people in communities.

The Ecuador Accelerator Lab was inspired by the “human library” movement in Denmark and created its own citizen engagement platform, where people engage through stories connected to SDGs using a simple Google form. Following the preliminary sharing of stories over the online platform, the Ecuador Accelerator Lab conducted in-person storytelling workshops for the community to increase engagement and use storytelling as a tool for social change. This became a platform for networking and an enabler of scaling.

5.4. Resources for Scaling

Along with a supportive ecosystem, tapping into the necessary resources to scale innovation is essential. As Accelerator Labs lead this process, it is imperative to create access to these resources either in-house or through collaborations with the government and other players in the ecosystem. Here, access is key. Identifying, synthesizing, and streamlining the relevant resources would facilitate and enhance access. Accelerator Labs can also leverage the available resources in the UN system to bridge the gap.
5.4.1 Capacity-Building Measures

Resources for capacity building for social innovators and entrepreneurs is necessary to enable scaling. Limitations in skills (particularly technical and management), leadership abilities, and socio-cultural barriers must be identified on a continual basis, and resources provided to rectify and overcome these. For this, various innovative models of capacity building can be deployed. While the conventional models directed towards individual capacities are required, Accelerator Labs can also explore developing collective networks of “social entrepreneurial capital”. This component delves into resources that Accelerator Labs can provide to enable capacity building for scaling.

Objective: To provide resources to enable capacity building of innovators for scaling innovation

Recommendations:

1. Encourage innovators to conduct skill mapping exercises on a regular basis to identify gaps in human capacity to identify, and manage resources to scale innovation. Additionally, keep the process dynamic to integrate changing needs.

2. Provide pre- and in-service training on overarching and transferable skills (e.g. networking, financial management, industry standards, marketing, and team management).

3. Onboard a formal network of stakeholders/partners to support capacity building measures for social innovators/entrepreneurs.

4. Create a portfolio of capacity-building resources through strategic partnerships to enable easy access to innovators.

5. Develop a mentorship program. Identify thought leaders in relevant sectors and match them to the innovators for personal training.

6. Establish a centralized repository of knowledge resources, including articles, podcasts, and video training, to enable access for innovators.

7. On-board capacity building partners such as educational and training institutions to achieve quality-compliant skill training.

Guiding Questions:

1. What are the skills required to scale social innovation, e.g. technical, financial management, communicative, business-related and managerial?

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45 Szarleta 2017.
46 Michelle 2016.
Is there a process for matching the required skills with the available skills in the innovator team?

Is the Accelerator Lab collaborating with the government, both local and national, to bridge the gaps (e.g. subsidized workshops, mentoring, and access to knowledge resources)?

Is the Accelerator Lab collaborating with other stakeholders/partners (e.g. private sector, civil society, and incubators) to bridge the gaps (e.g. subsidized workshops, mentoring, and access to knowledge resources)?

Is the Accelerator Lab collaborating specifically with training and educational institutions to provide subsidized and quality-compliant training capacity-building opportunities for innovators?

Is there an available repository of knowledge resources to provide to the innovators to enable capacity building for scaling?

Are there mechanisms to incentivize communities to conduct localized training to enable collective social networks?

Stories:

In Uganda, the innovators were provided training opportunities supported by Social Innovation Academy, a civil society organization that provides capacity building and training opportunities to disadvantaged innovators. A collaboration with the organization enabled the innovators in the Uganda Accelerator Lab to envision greater scale.

In South Africa, a conversation with a stakeholder, mLabs, a non-profit organization supporting entrepreneurship, revealed a scalable mentorship model. For instance, a CEO can temporarily join the team from a network of empaneled mentors to bridge gaps and simultaneously train the team.

5.4.2. Access to Financial Resources

Several times during the research with Accelerator Labs was the issue raised of access to financial resources. While this might be expected as a more or less routine requirement for innovative activity, this is a crucial component that falls across various stages of innovation, starting from resources for early testing to financial resources for scaling and ultimately sustainability of successful interventions. Access to funding is thus a key challenge and a barrier to experiment and scale. Successful social innovation and entrepreneurship reveals that creating financial sustainability through innovative business or funding models are necessary conditions in the process of scaling.47

47 Osberg and Martin 2015.
Objective: To identify resources that create financial sustainability for scaling of innovation

Recommendations:

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<tbody>
<tr>
<td>1</td>
<td>Provide early training to innovators to identify and quantify their financial requirements to scale.</td>
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<tr>
<td>2</td>
<td>Provide a standardized, yet customizable financial model to support the innovators in developing their financial requirements to scale, as a part of the early training.</td>
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<tr>
<td>3</td>
<td>Provide access to mentorship to encourage innovators to identify unique business models to enable financial sustainability.</td>
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<tr>
<td>4</td>
<td>Provide workshops in collaboration with experts to train innovators in pitching innovations to potential investors, or funds, or grants, to enable access to financial resources.</td>
</tr>
<tr>
<td>5</td>
<td>Onboard a formal network of stakeholders/partners to support funding requirements of innovators, including early funding opportunities to pitches for larger investments.</td>
</tr>
<tr>
<td>6</td>
<td>Leverage government resources to support funding requirements of innovators, including early funding opportunities to partnership opportunities for long term collaboration.</td>
</tr>
<tr>
<td>7</td>
<td>Create a portfolio of funding resources through strategic partnerships to enable easy access to innovators.</td>
</tr>
<tr>
<td>8</td>
<td>Tag innovations under clusters or sectors. Tag funding opportunities under clusters or sectors. Match the needs with opportunities.</td>
</tr>
<tr>
<td>9</td>
<td>Explore long-term and flexible funding opportunities such as collaborative finance. This includes options of crowdsourcing funding for social innovation.</td>
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Guiding Questions:

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<tbody>
<tr>
<td>1</td>
<td>Is there a fixed financial mapping model that can be used/adapted by innovators to understand their financial needs to achieve the expected scale?</td>
</tr>
<tr>
<td>2</td>
<td>What are the financial requirements to scale a given social innovation?</td>
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<tr>
<td>3</td>
<td>Are there available workshops and resources that can enable innovators to think about innovative and unique business models for financial sustainability?</td>
</tr>
<tr>
<td>4</td>
<td>Is the Accelerator Lab collaborating with the government, both local and national, to leverage funding opportunities for innovators?</td>
</tr>
<tr>
<td>5</td>
<td>Is the Accelerator Lab collaborating with other stakeholders/partners (eg: private sector, civil society, and incubators) to leverage funding opportunities for innovators?</td>
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<tr>
<td>6</td>
<td>Has the Accelerator Lab explored different models of financing for the innovations to scale (e.g., debt, equity, quasi-equity, convertible debt, hybrid)?</td>
</tr>
<tr>
<td>7</td>
<td>Is there an available repository of funding resources, including early grants, loan options, partnerships, that innovators can have access to?</td>
</tr>
<tr>
<td>8</td>
<td>Does the Accelerator Lab have a portfolio of funding opportunities to facilitate scaling? Can the innovation be clustered into a portfolio of innovations to match them to the categorized funding opportunities?</td>
</tr>
</tbody>
</table>

**Stories:**

The **Tanzania Accelerator Lab** identifies that financial requirements are important to scale innovation. Some measures that can help this include:

a) Setting up a platform to connect investors and innovators,

b) Analyzing if the requirements align with the SDGs,

c) Conducting a product-market analysis before investing resources to scale,

d) Mapping the innovations for easier connection with investors,

e) Analyzing if an innovation can be adopted into the UN portfolio.

The **Zimbabwe Accelerator Lab** suggested micro-financing options from the network, including from stakeholders and partners to help small scale social innovators who have limited access to funding opportunities.

**5.4.3. Knowledge Repositories and Leveraging Data**

Access to knowledge resources, reliable data analysis, and its use in decision making, can inform the scaling and support the direction of scale. Creating a knowledge repository and management platform to collate, synthesize, and classify relevant reports, articles, videos, and podcasts for the easy access of innovators can be useful in bringing knowledge gaps. This aspect is different from the knowledge sharing in the Accelerator Labs Network and pertains mainly to external sources of information. Providing access to trends to innovators through analysis of big data in collaboration with strategic partners will ensure the innovators have access to macro trends that can inform and improve decision making. These data sources are expensive and require training to be able to synthesize but are fast transforming both the data universe and public policy frameworks. Therefore, easy access through a dynamic and expanding knowledge repository would benefit innovators.
**Objective:** To provide easy access to knowledge resources to innovators

**Recommendations:**

1. Collaborate with strategic partners, including academia, think tanks, and private sector, to develop and catalogue knowledge resources.

2. Collate and catalogue resources relevant to scaling, including articles, videos, podcasts, reports, and practical tools and worksheets.

3. Engage with strategic partners (e.g. mobile phone companies and social media actors) to identify and leverage big data and macro-trends to develop ideas on issues to enable informed decision making in the ecosystem.

4. Provide early training on use of the resources to innovators in the ecosystem to help them navigate through the knowledge resources.

**Guiding Questions:**

1. Does the Accelerator Lab have any in-house knowledge resources to provide to innovators who join the ecosystem?

2. Is the Accelerator Lab working with members in the supportive ecosystem to collate and catalogue necessary knowledge resources that will be useful to scale social innovation?

3. Are the knowledge resources collated and catalogued for the easy access of innovators in the network?

4. Are the knowledge resources in a form that can be easily shared with the innovators in the network?

5. Is the Accelerator Lab leveraging big data to capture trends and inform decision making to enable scaling?

**Stories:**

The **Serbia Accelerator Lab** is looking at possible ways of acquiring and exploring new data around migration. One of the new alternative data sources the Accelerator Lab is using is data from LinkedIn. This data can provide more synthesized understanding as to what job markets are hiring Serbians and contributing to the trend of outmigration.

**5.4.4. Legal Aspects**

Securing legal aspects to protect the innovation and the rights of social innovators is important to incentivize and successfully scale social innovation. Innovation in local communities is rich and an intangible asset. Therefore, securing them through legal aspects and policy frameworks would
propel the innovations to become assets that are sustainable and scalable. This Legal Aspects component complements the Policy component in the Supportive Ecosystem section of the toolkit, adding more practical details on preserving the rights of the innovators.

**Objective:** To secure the legal aspects and rights of innovators for scaling of innovation.

**Recommendations:**

1. Collaborate with strategic stakeholders/partners to identify the required legal aspects pertaining to the innovation.
2. Conduct a workshop to help the innovators identify the legal aspects relevant to their innovation.
3. Develop an ownership model to incentivize innovators, while achieving ease of scale.
4. Collaborate with the government to develop institutional frameworks and policies to seamlessly secure relevant legal aspects.
5. Identify the relevant legal aspects that have to be secured before a handover to a stakeholder/partner.

**Guiding Questions:**

1. Has the Accelerator Lab identified legal requirements (e.g. registration of the enterprise, procuring a certificate for operations) for scaling the innovation?
2. Does the Accelerators Lab have access to partners (e.g. legal experts, firms) to help innovators identify and secure legal?
3. What are the Intellectual Property Rights (IPR) applicable to the solution (e.g. patents, copyrights, trademark, and Geographic Indicators (GI))?  
4. Is the IPR of innovation secured?
5. Who owns the IPR of the innovation? Are there innovative ownership models to enable scaling of innovation, while incentivizing innovators to share their innovations?
6. What are the legal aspects that should be secured for a handover to stakeholders/partners?

**Stories:**

On securing the legal aspects during a partnership, the Ecuador Accelerator Lab suggested that signing of a Memorandum of Understanding (MoU) or an Agreement with the partner/stakeholder as a good practice. This would help in clearly defining the expectations, obligations, and rights of each partner in scaling social innovations.

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5.5. Learning from Scaling

This section specifies how Accelerator Labs, and the communities the Labs are working with, can learn from the scaling effort individually and collectively. Whenever a new portfolio of solutions is scaled, Accelerator Labs should be able to draw from the lessons of the last scaling phase. The key elements to achieve this are:

- Resilience building to enable a culture of risk-taking and innovation (learning from failure).
- Monitoring and Evaluation (M&E), as it helps understand what worked and what did not.
- Collective intelligence, as it expands Accelerator Labs learnings beyond the national context and helps cross-fertilization across Labs.
- Scaling evidence, as it makes learning concrete, documented and potentially sharable.

5.5.1. Resilience Building and Learning from Failure

Failure is a part of the process of learning. Risk-taking and building resilience to failure is important in enabling a culture of innovation. Particularly, in the process of social innovation, resilience building becomes more important as the process of scaling is complex and requires the support of many ecosystem players, increasing the aspect of risk. Accelerator Labs can encounter challenging circumstances where an identified portfolio of solutions, despite early scaling evidence, a supportive ecosystem, and sufficient resources, cannot be scaled out, up, or deep. Therefore, to sustain a culture of innovation, while optimizing the use of resources, requires practices that are lean, agile, and resilient to failure.

Objective: To learn from failure and build resilience into the culture of innovation

Recommendations:

1. Embrace failures as learning opportunities and as a natural part of the innovation process, while taking necessary actions to increase probabilities of success.
2. Document the scaling journey across portfolios to identify reasons for why something went in an unexpected direction during the scaling.
3. Create a culture of resilience through professional quality, confidence supported by activities such as workshops and mentor conversations.

49 Farson and Keyes 2002.
Guiding Questions:

<table>
<thead>
<tr>
<th></th>
<th>Does the Accelerator Lab have a process to document learning from the scaling of social innovations?</th>
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<tbody>
<tr>
<td>2</td>
<td>Does the Accelerator Lab have an implementation map to identify the reasons/areas for failure?</td>
</tr>
<tr>
<td>3</td>
<td>Is the Accelerator Lab identifying, categorizing, and documenting reasons for failure/iteration (e.g. negative impact on a vulnerable community, large infrastructural requirements, limited impact, lack of a sustainable business model etc.)?</td>
</tr>
<tr>
<td>4</td>
<td>Does the Accelerator Lab have a process to identify if the reason for failure can be fixed rapidly through iteration/stakeholder or partner support?</td>
</tr>
<tr>
<td>5</td>
<td>Is the Accelerator Lab engaging in activities to foster a culture of learning and resilience?</td>
</tr>
</tbody>
</table>

Stories:

As resilience to failure helps innovators navigate uncertainties of scaling social innovation, Raizcorp, a business incubator that engages with the South Africa Accelerator Lab, deploys a robust selection process, where “psychological assessment” tools and comprehensive evaluation methods are used to identify an innovator’s ability to be resilient to failure.

5.5.2. Monitoring and Evaluation (M&E)

M&E plays a crucial role in the process of learning from scaling. Through monitoring, Accelerator Labs can gather data and keep track of scaling. With regular evaluation on scaling, Accelerator Labs are able to ensure solutions are scaled to reach their goal. Mechanisms of collecting and documenting formal and informal evidence for monitoring and evaluation is crucial. Periodic snapshots of scaling progress and discussion of evaluation results can keep Accelerator Labs and stakeholders focused and engaged while facilitating corrections to the scaling process. M&E tools help Accelerator Labs examine the innovation fidelity while accounting for adaptation in various contexts within the local, national, regional, or global level. In addition, with proper documentation and knowledge sharing, M&E results of each Accelerator Lab is able to provide the whole Accelerator Labs Network and even the development field with successful experiences and lessons learned.

Institute for Reproductive Health, Georgetown University. 2013.
Objective: To ensure the scaling is on the right way towards SDGs and addressing the needs of people

1. Plan for M&E of the portfolio at an early stage of the cycle. Integrate key resource requirements, including human and financial resources and key stakeholder engagements, into the scaling plan.

2. Conduct monitoring and evaluation through both qualitative and quantitative analysis using existing frameworks (e.g. Nesta’s Open Book of Social Innovation, which lists over twenty M&E methods).51

3. Develop effective support and implementation mechanisms to ensure the long-term success of scaling any innovation. (e.g. engaging senior government bodies to support and instruct line ministries, developing a diversified coalition of stakeholders with an aligned vision, and a clear value proposition to ensure collective success).

Guiding Questions:

1. What are the indicators that the Accelerator Lab is using to measure the scaling?
   - To what extent does the scaling contribute to address the need identified in the context of the SDGs?
   - To what extent are the scaling goals achieved?
   - **Scaling out**: How many individuals are benefited by the new solutions? What is the proportion of people using the innovations and what is the feedback?
   - **Scaling deep**: To what extent is it changing cultural norms?
   - **Scaling up**: To what extent are policies and laws changed or impacted?
   - To what extent have partners and stakeholders adopted the Accelerator Lab’s processes or service lines?
   - To what extent has the UNDP Country Office adopted the Accelerator Lab’s processes or service lines?

2. What is the source of data for each indicator (e.g. a survey, a review, or administrative data)?

3. With what frequency will data be collected? What is the timeline for M&E?

4. Who is responsible for collecting the data, analysis and reporting?

5. What resources are needed to produce the data?

6. What are the risks and assumptions in carrying out the planned M&E activities? How will these risks and assumptions affect the timing and quality of the data and of the indicators?

Stories:

With the authority to lead and accelerate government changes when needed, the **Office of Prime Minister in Uganda** is the “custodian” of the SDGs and will monitor the line ministries in their implementation. Having a senior government agency to ensure implementation is key for long term sustainability.

5.5.3. Scaling Evidence

Many social innovators like BRAC or Teach First use formal and informal sources of evidence to draw out and define their scaling models, which also helps to learn about the effectiveness of their scaling model. Evidence can help make a case for the Lab’s scaling approach, for instance, as part of stakeholder communication. Further, data-driven decision-making, a culture of sharing, openness to learning, and the ability to look at context-specific as well as unusual indicators are key success factors contributing to successful scaling. This component goes beyond M&E and encourages the usage of formal and informal evidence as a base for scaling. The evidence gathered is also important for the following component on building collective intelligence around good practices among Accelerator Labs.

**Objective:** To facilitate evidence-based scaling

**Recommendations:**

1. Use formal evidence for the development of the scaling model and communication about it.
2. Use informal evidence as a complement or supplement.52

**Guiding questions53:**

1. Level 1: Can the Accelerator Lab describe what the vision for scaling is and why it matters?
2. Level 2: Can the Accelerator Lab capture data that shows positive change and can it be confirmed that the Accelerator Lab contributed to this change?
3. Level 3: Can the Accelerator Lab demonstrate causality using a control and comparison group?
4. Level 4: Can the Accelerator Lab contribute to/facilitate/conduct evaluations that confirm the above conclusions?
5. Level 5: Can the Accelerator Lab have manuals, systems, and procedures in place to ensure consistent replication and positive impact?

5.5.4. Collective Intelligence of the Labs Network

This component contains different means to foster collective intelligence. As per Nesta, collective intelligence “is created when people work together, often with the help of technology, to mobilise a wider range of information, ideas and insights to address a social challenge” and “is a multiplier that brings new insights and ideas.”54

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52 It is important to note that formal evidence is not always fundamental to scaling social innovation. Stories and word-of-mouth recommendations can also be key. Stories can be transmitted through different stakeholders and can be shared in-person or virtually.
53 Adapted from Nesta’s five levels of the Standards of Evidence: https://media.nesta.org.uk/documents/making_it_big_web.pdf
54 Peach and others 2019.
When conducting the survey with Accelerator Labs, most Labs indicated that for scaling, knowledge sharing with the other Labs is key and support will be needed to facilitate proper knowledge sharing. This component provides insights on **how to build collective intelligence around scaling within the Accelerator Labs Network**. The component builds on the Nesta collective intelligence design playbook and brings the key insights into Accelerator Labs’ context. The appendix of this report includes a more detailed table with collective intelligence tools.

**Objective:** To leverage the intelligence created through Accelerator Labs Network and transform it into collective learning

**Recommendations:**

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<tbody>
<tr>
<td>1</td>
<td>Conduct a workshop with Accelerator Labs on collective intelligence.</td>
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<tr>
<td>2</td>
<td>Create spaces for exchange across Accelerator Labs, organized by the different service lines or SDGs.</td>
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<tr>
<td>3</td>
<td>Mobilise data, knowledge and lessons learned from the Labs and share these continuously.</td>
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<tr>
<td>4</td>
<td>Encourage data collaboration practices with other Accelerator Labs (see Resources section for more recommendations on Knowledge Repositories).</td>
</tr>
<tr>
<td>5</td>
<td>Take into consideration incentives for different stakeholders to be involved in building collective intelligence.</td>
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<tr>
<td>6</td>
<td>Take into consideration data ethics.</td>
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<tr>
<td>7</td>
<td>Reach out to Accelerator Labs in the network with similar challenges or contexts directly to gain more in-depth knowledge beyond documented information.</td>
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**Guiding questions:**

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<tbody>
<tr>
<td>1</td>
<td>Has the Accelerator Lab considered if other Accelerator Labs have done work on the same issues that the Accelerator Lab is addressing?</td>
</tr>
<tr>
<td>2</td>
<td>How is the Accelerator Lab planning on making data/information produced available to other Accelerator Labs?</td>
</tr>
<tr>
<td>3</td>
<td>Has the Accelerator Lab taken into consideration all relevant aspects of data ethics that apply to the Accelerator Labs’ scaling process?</td>
</tr>
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55 The data ethics worksheet from Nesta that is available [here](#) may help Accelerator Lab think about data ethics aspects of Accelerator Labs work.
Stories:

Many Accelerator Labs mentioned in the phone interviews that a targeted space for the Accelerator Labs’ team members to exchange information with their colleagues is needed to better gather and understand experiences and lessons learnt. Accelerator Labs mentioned that this could come in the form of a simple, yet specialized, WhatsApp group or a regular sub-group call session.

6. How to use this Report

This section includes some suggestions on how Labs and their network can practically use the report. It is intended to propose next steps for Labs to help guide them through the actual implementation of recommendations. The table below is not exhaustive, and Labs are encouraged to find context-specific ways of applying the report material. This table outlines some ways this report can be utilized by Accelerator Labs.

**Accelerator Labs can use this report for:**

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<tbody>
<tr>
<td>1</td>
<td>Defining information needs around scaling social innovation and specifically looking up toolkit components relevant to addressing those needs.</td>
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<tr>
<td>2</td>
<td>Building on the experimentation with innovative solutions and developing a country-specific scaling strategy for a scalable portfolio of solutions drawing from the scaling framework and toolkit. This could be facilitated through internal workshops or bootcamps.</td>
</tr>
<tr>
<td>3</td>
<td>Identifying relevant guiding questions and worksheets, and filling in answers as a team, potentially involving stakeholders where applicable. A workshop could be conducted to clarify this practically.</td>
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<tr>
<td>4</td>
<td>Driving discussions around scaling with other Labs.</td>
</tr>
<tr>
<td>5</td>
<td>Conducting in-country stakeholder meetings, using relevant parts of the report as a tool to guide discussions from envisioning scale to enhancing ownership.</td>
</tr>
</tbody>
</table>
7. Conclusion

This hands-on report for the UNDP Accelerator Labs provides key insights, gleaned from Accelerator Labs themselves and secondary research, to enable context-specific scaling of social innovation to achieve the SDGs. Social innovation is the process of creating and implementing effective solutions to systemic and complex social issues through renewed or novel perspectives and innovative approaches. The process of scaling a social innovation is layered, complex, and nonlinear and, therefore, this report advocates for a portfolio approach. The report also identifies that scaling of social innovation is considered achieved when the impact of its scale matches the level of social need.

To operationalize this concept, the report started with a conceptual scaling framework. The framework helps answer the question of WHAT could be scaled and HOW scaling could look. The WHAT could come in the form of a process, product, or service line. The HOW could come in the form of Scaling out, up, or deep. Next, Accelerator Labs will need to harness ideas about how to practically implement the scaling in collaboration with their ecosystem and drawing from different resources. Thus, the toolkit was created to help Accelerator Labs think through this process in detail. The toolkit starts with helping Accelerator Labs build a vision for scale, then it helps with understanding how to leverage different stakeholders within the in-country innovation ecosystem. Additionally, it provides a hands-on understanding of how to make use of the necessary resources for scaling. Finally, learning from scale will be key, particularly in the context of Accelerator Labs’ iterative cycle. Thus, the final section of the toolkit helps Accelerator Labs think through building collective intelligence and learning from failure.

Along with the insights included throughout the report, the research helped the SIPA Team identify that many of the Accelerator Labs made significant progress in planning and executing their respective work cycles. Given that Accelerator Labs were recently established, the growth is commendable and can be attributed to Accelerator Labs teams’ drive and passion to contribute to development in the country context. Their work strives to maintain the delicate balance between the intentions and priorities of the community as well as the experience of development and
innovation experts. This is remarkable, given that both inclusion and leveraging from existing knowledge are key for successful scaling.

The report’s structured approach to help bring Accelerator Labs to the next level in their cycle, was built on a comprehensive methodology. The methodology included an online survey, virtual phone interviews, and focus groups, complemented by secondary research. Key to this methodology was a collaborative and inclusive approach with the aim to involve as many Accelerator Labs as possible. Overall, the SIPA Team was able to actively interact with over 76 percent of them. The contributions from Accelerator Labs staff have been invaluable in creating this report. The SIPA Team also learned from Accelerator Labs that simply generating conversations on scaling through the different parts of the methodology has already been impactful. Additionally, UNDP staff told the SIPA Team that they appreciated the opportunity to exchange ideas on scaling with other Accelerator Labs and their stakeholders in the process of participating in this research project and expressed that this alone had already exhibited important progress for them. Despite shifting the entire research methodology online, the SIPA Team made an effort to deploy methods that ensured that the quality of information gathered was unbiased, while preserving the richness of stories in the process. The data collected and assumptions made were triangulated and cross-questioned by team members, and strengthened through multiple tools of engagement, including the survey, interviews and focus groups.

Through the process of research and primary data collection for the report, the SIPA Team determined that Accelerator Labs generally integrate adaptiveness into their approach and working. This was reflected in Accelerator Labs’ flexibility in accommodating requests to engage virtually and enabling the SIPA team to gather rich insights from the conversations. Further, in tandem with the spirit of innovation and enterprise, Accelerator Labs displayed great openness and responsiveness to the suggestions and ideas that were shared in the process of engagement and discovery for the report. During the interviews and focus groups, staff were candid and forthcoming in sharing their experiences, which added significant value to the findings in the research. It seems clear that Accelerator Labs operate at the cross-section of the rapidly advancing world of innovation and the “wobbling” history of development. The SIPA Team hopes that the findings of this report will further stimulate thinking and doing around scaling social innovation for development. The SIPA Team believes that the recommendations and guiding questions will be helpful in enabling the ecosystem to spur portfolios of solutions that reach their full potential and grow. Successfully being able to scale social innovation has the potential to make the Accelerator Labs a cornerstone in the UN’s overall effort to stimulate action for people, planet, and prosperity.56

56 United Nations General Assembly. 2015.
8. References


Additional resources that have served as inspiration for this report:

# 9. Appendix

## Tools for Collective Intelligence

<table>
<thead>
<tr>
<th>Tool</th>
<th>Implementation</th>
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<tbody>
<tr>
<td>Crowdsourcing</td>
<td>Crowdsourcing is an umbrella term for a variety of approaches that source data, information, opinions or ideas from large crowds of people, often by issuing open calls for contribution. It can help bring new ideas or ideas from large crowds of people, often by issuing to light that hadn’t previously been considered, or to gather expertise from people who have specialized knowledge or understanding of an issue.</td>
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<tr>
<td>Crowd mapping</td>
<td>Crowd mapping is a type of crowdsourcing which media, text messages or geographic data, to provide gathers data from different sources, including social real-time, interactive information about issues on the ground. Crowd mapping can create detailed almost real-time data in a way that a top-down, centrally curated, map may struggle to replicate.</td>
</tr>
<tr>
<td>Open data repositories</td>
<td>A data repository would help the Labs and the HQ maintain an overview of the information that is continuously produced on various channels such as the Medium blog and social media. This repository should compile the different information channels and provide search options. Further an additional dashboard such as available in Tableau could display the key new information or disaggregate data by regions and SDGs.</td>
</tr>
<tr>
<td>Micro Survey</td>
<td>Micro Surveys are a short, abbreviated form of a few minutes to complete. Benefits include a much faster turnaround, delivered by mobile phone, text message or a digital and higher frequency of results, compared to traditional surveys. Micro Surveys can be conducted through Google forms which provides the answers in the form of an excel sheet. Survey data can be assessed through a codebook, similar to the one used for this research, as shown in the appendix.</td>
</tr>
<tr>
<td>Wiki Survey</td>
<td>Wiki Surveys are a type of survey where participants can add statements that others respond to. Participants’ statements are added to a pool and are then randomly presented back for individual participants to respond to or rank. Over time, participants generate new ideas and build a picture of where consensus or disagreement lies.</td>
</tr>
<tr>
<td>Wiki</td>
<td>An Accelerator Labs wiki would provide a collaborative web page with restricted access for the Labs’ network. The wiki can be structured to enable multiple Labs to collaborate, share knowledge and keep one another updated about key lessons learnt around scaling social innovation.</td>
</tr>
<tr>
<td>Wiki data warehouse</td>
<td>A wiki data warehouse is a central database which is optimized to analyze information coming from a range of different sources, in this case the different Labs. The advantage is that incoming data is cleaned, organized and structured in advance. It can be used for querying and decision-making.</td>
</tr>
</tbody>
</table>

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This is building on the Nesta Collective Intelligence Design Playbook, available [here](#).
Research Tools used for this Project

Online Survey:

UNDP Accelerator Labs Survey

The purpose of this survey is to involve all the 60 Accelerator Labs in the development of the scaling strategy, developed by a team of student researchers from Columbia University, School of International and Public Affairs (SIPA), in cooperation with the UNDP HQ Accelerator Labs Team.

The goals of this survey are to:
1) Involve all 60 Accelerator Labs in the development of the scaling strategy to ensure that their voices are heard, their perspectives are understood and incorporated in the work of the SIPA team and that there is buy-in from their side for the final strategy developed.
2) Gather initial exploratory primary data on the progress of the Labs.
3) Identify the views/visions of the Labs for the GROW phase, in order to incorporate these perspectives in the following desk and field research.
4) Better understand existing strategies for scaling from around the world.

Each Accelerator Lab is kindly asked to fill out only one survey as a team.

The information you share with us through this survey will only be used for this research. Additionally, the information will only be handled by the student researchers from Columbia University SIPA, and it will be securely stored. Your name will not be included in any public reports unless you give us permission to do so. Note that your answers in this survey may be anonymized for use in the final report of our project. Our final report will be distributed to UNDP Accelerator Labs and Columbia University alone.

If you would like to change your response or have your response to this survey deleted, feel free to contact our team at any time.

* Required

1. Your Accelerator Lab country: *

Your answer

2. Kindly provide a name and email address of a contact person within your Lab team for any clarifications or follow ups. *

Your answer
Your Current Experience

The following questions are related to the sense, explore and test stages as part of your current 100-day-cycle.

3. Which of the following stages has your Accelerator Lab completed so far? *

☐ Sense
☐ Explore
☐ Test
☐ Grow
☐ None - just getting started

4. What are the key challenges you face/foresee in the explore and test phases? *

Your answer

5. How have you addressed or plan to address the challenges mentioned above? *

Your answer
6. What actors have been most helpful to you in exploring and testing solutions? *

- Micro/Small Businesses
- Medium/Large Businesses
- NGOs
- Other UN, Multilateral or Bilateral Agencies
- Government Organizations
- Local Incubators or Innovation Hubs
- Universities or other Academic Institutions
- Media
- Grassroots Actors (e.g. religious or non-religious local leaders etc.)
- Other: __________________________

7. In reference to the above question, please provide the names of the specific organizations/actors that have been most helpful. *

Your answer

______________________________

8. To what extent have you done anything unusual as part of the 100-day-cycle? (e.g. unusual partnerships) *

Your answer

______________________________
The GROW Stage

The following questions are related to the grow stage, as we would like to better understand your current readiness and thoughts in terms of scaling.

9. How likely is it that your Accelerator Lab will be prepared to launch the GROW stage in the first half of 2020? *
   
   - Very likely
   - Likely
   - Unlikely
   - Very unlikely

10. What are the key challenges you foresee in launching the GROW stage, in the first half of 2020? *

   Your answer

11. How do you plan to address each challenge mentioned above? *

   Your answer

12. What support is required to ensure that the GROW stage is launched in the first half of 2020 (from UNDP HQ or other)? *

   Your answer

13. What do you believe are the key elements of success in scaling local solutions? *

   Your answer
14. What do you believe will be the key first steps when scaling? *

Your answer

15. What type(s) of scaling are you pursuing for the following service line: Collective intelligence? *

☐ Scaling out: Impacting a greater number of people or communities
☐ Scaling up: Impacting laws, rules and policies
☐ Scaling deep: Impacting cultural roots and norms
☐ Other: __________________________

16. What type(s) of scaling are you pursuing for the following service line: Solutions mapping? *

☐ Scaling out: Impacting a greater number of people or communities
☐ Scaling up: Impacting laws, rules and policies
☐ Scaling deep: Impacting cultural roots and norms
☐ Other: __________________________

17. What type(s) of scaling are you pursuing for the following service line: Portfolios of experiments? *

☐ Scaling out: Impacting a greater number of people or communities
☐ Scaling up: Impacting laws, rules and policies
☐ Scaling deep: Impacting cultural roots and norms
☐ Other: __________________________
18. What node(s) of growing do you see as most likely for the current 100-day-cycle? *

☐ Change in UNDP programming to advance system change
☐ Spin-off into independent ventures
☐ Hand over to government partner and/or influence national policy to create opportunities for acceleration
☐ Other: ____________________________

19. What partners do you expect to be most helpful in successfully scaling your solutions? *

☐ Micro/Small Businesses
☐ Medium/Large Businesses
☐ NGOs
☐ Other UN, Multilateral or Bilateral Agencies
☐ Government Organizations
☐ Local Incubators or Innovation Hubs
☐ Universities and other Academic Institutions
☐ Media
☐ Grassroots Actors (e.g. religious or non-religious local leaders etc.)
☐ Other: ____________________________

20. In reference to the above question, please provide the names of the specific organizations/actors that you expect to be most helpful (incl. additional unusual partners). *

Your answer ____________________________

21. In your country, is there any current high-level government initiative or strategy for scaling local solutions? *

☐ Yes
☐ No
22. If you answered yes to the previous question, kindly state the name of the government initiative or strategy. *

Your answer

23. Have you begun specific conversations with any government agencies/organization? *

- Yes
- No

24. If applicable, kindly specify who your government partners are (i.e. what Ministry, etc.). *

Your answer

25. Which policy areas have you identified that need work in order to encourage bottom-up innovation? *

Your answer

26. Is there anything you find particularly important for the SIPA Team to include, as we continue our project? (e.g. any specific resources/documents to consider for the scaling strategy) *

Your answer

27. Any other thoughts or comments you would like to share? *

Your answer
Phone Interview Guide

Rationale Around Phone Interviews
In order to build on the work initiated through the desk research and the survey, as well as allow for the opportunity to gain a better understanding of the Accelerator Labs’ work, we are planning to conduct phone interviews. These interviews will be done in order to both prepare us for the upcoming field travels as well as a means to offer the labs an opportunity to further contribute their views on scaling. This interview guide will provide a foundational structure for these phone interviews. It will introduce the team to the necessary tools and requirements for conducting the phone interview. These interviews will have two main objectives: (1) To understand the experience of the Accelerator Labs team during the first 100-day period and their initial thoughts on scaling; (2) Follow up on the answers to the survey.

To ensure that we are gaining a representative perspective, the Accelerator Labs for the phone interviews have been selected using these criteria:

- Regional diversity
- Have reached the later phases of the 100-days cycle
- SDGs addressed
- Relation to the three streams of the SIPA teams’ scalability framework

Additionally, this interview guide explicitly contains sections on consent and information management. These sections explain the purpose of the interview, how the information will be used and ask the interviewee for their consent.

Interview-Format
The interview format is semi-structured to leave enough space for explanations and unexpected answers while also providing us with the necessary inputs to fill the gaps in our information needs. The questions are there to guide the interview, but it is up to the lead interviewer to determine the flow of the interview. The assigned time for each section should be seen as guiding regarding how much time of the interview each section should take.

Potential Issues and How to Address These
Potential issues around the interviews were identified at an early stage of our project. They do, however, appear to remain relevant as we are approaching the phone interviews. These issues are (a) language barriers, and (b) bridging the high-level objective of a macro-strategy with the micro-context of local innovations. We will address these by (a) making use of the team’s diverse language skills when needed, and by (b) conducting in-depth research on bridging to scale based on relevant course readings and beyond. Also, when possible, avoid using jargon and referring to concepts that may be interpreted differently by the various Accelerator Labs. This is to ensure that everyone has the same understanding of the questions being asked and to avoid bias in answers provided.
Phone Interview Guide

Summary

Interviewers: 2 SIPA team members (1 note-taker | 1 lead interviewer)

Lead Interviewer: ____________
Notetaker: ____________

Informant: INSERT NAME, TITLE AND ACCELERATOR LAB OF INTERVIEWEE

Location: Phone interview, INSERT NAME CALL SERVICE USED (GOOGLE HANGOUTS, ZOOM, WHATSAPP, ETC.), DATE AND TIME OF CALL

Time: Approximately 1 hour

Interview Objectives

● Learn about and understand the interviewee’s experience working in a UNDP Accelerator Lab – including what the interviewee perceives to be the values and challenges of the Lab structure.
● Identify any existing scaling methods that the specific Accelerator Lab considers using.
● Gain a better understanding of the innovation environment in the country of the Accelerator Lab.

Assumptions

● Given that the interviewee has worked for a considerable time with the Accelerator Labs at the point of the interview, we assume that the interviewee will be knowledgeable of the Accelerator Labs in general and more specifically the one in the country of the specific Accelerator Lab.
● Given the interviewee’s experience working with innovation in the country, we expect that the interviewee will be able to provide insight related to the innovation environment and important stakeholders functioning within it.

Introduction (Time Allocation: 3 minutes)

Hi, INSERT NAME OF INTERVIEWEE and thank you for taking the time for this call today. It is our pleasure to be speaking to you today.

As you already know, my name is INSERT NAME OF LEAD INTERVIEWER and my colleague is INSERT NAME OF NOTETAKER. We are student researchers from Columbia University’s School of International and Public Affairs in New York who are working on a Workshop project with the UNDP Accelerator Labs Team.
The purpose of our research is to assist the Accelerator Labs Team in developing a scaling strategy for your work. We’re hoping to gain further insight on the structure of the Accelerator Labs in general as well as specifically in **INSERT NAME OF COUNTRY**.

The information you share with us today will be used only for this research. Your answers may be included in our final report, but your name will not be included in any reports unless you give us express permission to do so. Our final report will be distributed to UNDP Accelerator Labs and Columbia University. Before we start our interview, we’d like to confirm that you agree to speak with us today. [Pause for agreement from interviewee].

We’d also like to take notes as we go along. If you would not like us to take notes during our conversation this is completely acceptable. The key insights from this interview will be shared with you afterwards and we will ask you to confirm that they accurately reflect our conversation. Would it be acceptable to you that we take notes during this interview? [Pause for Response; If yes, inform about who will be the notetaker and who will be the lead interviewer].

Additionally, we’d like to record this conversation, this will solely be for our own internal use. If you would not like us to record our conversation this is completely acceptable. Would it be acceptable to you that we record this interview? [Pause for Response; If yes, begin recording].

Let us know if you at any point during this conversation would like to take a break and/or stop the interview. As we are aware that your time is valuable, we do not expect this interview taking any more than one hour of your time today.

Before we begin, do you have any questions about the interview process, the research, or anything else? [Pause for questions].

Once again thank you for speaking with us today and let's get started.

**Part 1: Opening Questions (5 minutes)**

- To start with, we would be really curious to know more about you. In a couple of sentences could you tell us about your background/experience in innovation and specifically work with the UN or governments.

- **Transition:** Thanks a lot for sharing this with us! You have done some really interesting things and the Accelerator Labs are lucky to have you. With your experience in mind, we would like to ask you some questions about your time working with the Accelerator Lab and particularly around scaling innovation.

**Part 2: Accelerator Labs and Scaling (25 minutes)**

- Can you explain WHAT you are envisioning to scale in your country?
- How do you think the Accelerator Labs can best help scale innovation?
Follow-up:
- Considering the challenges during the first 100-day period you mentioned in your response to the survey, do you think that you will change your approach going forward? [LOOK AT ANSWERS IN SURVEY QUESTION 4 & 5]

How do you vet the solutions you are mapping to assess potential for large scale impact?

Follow-up:
- Can you give an example of one or two that you think meets the standard?
- What would be the path that you see moving forward for these? What role does the Accelerator Lab have, what role does the Country Office have, what role would you see for partners in this development?
- A lot of Lab mentioned in the survey that knowledge sharing is key for scaling: how do you envision building a network for knowledge sharing with other Accelerator Labs and in your country/region? What additional tools do you envision as helpful for knowledge sharing across borders?
- In your answer to the survey you indicated that you are engaged in [INSERT SCALING DEEP, IN, UP BASED ON THE LAB’S ANSWERS TO SURVEY QUESTIONS 15, 16 & 17], how familiar are you with these concepts and could you give some examples of how you believe that you will engage in this/these types of scaling?
- To whom will the Accelerator Lab handover the insights, products and intelligence of the Lab after this current cycle?

Follow-up:
- How are you envisioning this handover? Do you plan to provide any additional support after handover? When is the accelerator lab completely not involved anymore?
- How will you transition during the handover to partners? What tools are you using to undertake handover after the exploration phase?
- How do you see the role/receptivity of the country office in taking over some of your insights, products, intelligence as part of the scaling?

Transition: These are some very interesting answers that you have provided so far. To better understand the work of your Accelerator Lab we would like to know a bit more about the environment in which you work.
Part 3: The Innovation Environment and Supportive Ecosystem (25 minutes)

You mentioned that actors such as [MAKE REFERENCE TO ANSWERS IN SURVEY TO QUESTION 6] have been most helpful to you in identifying and carrying out experiments during the past 100-day period? Why do you believe they were so successful at supporting you?

Follow-up:
- What has been the feedback you have received from the stakeholders and partners that you have been working with over the first 100-day period?
- Do you have any recommendations for best practices/tools in building partnerships/engaging different stakeholders?
- In your survey response you indicated that [LOOK AT SURVEY QUESTION 23 & 24] was a specific partner in government (a ministry, municipality etc.) that has been more helpful?

Follow-up: Do you envision this actor to continue being helpful as you try to scale your work?

What kind of new unusual partners (beyond government) have you engaged with during your work? [LOOK AT ANSWER TO QUESTION 8 OF SURVEY BEFORE ASKING]

Follow-up:
- What has been the purpose of the collaboration with this partner?
- Do you envision that this partner will have a role in the scaling? If so, in what way?
- To what extent is the interaction of the Accelerator Labs with UNDP and the Country Office already innovative?

Follow-up:
- Do you have any innovative/unusual ideas to enhance the collaboration?
- How is the work of UNDP in your country aligned with other UN agencies? How could this be improved?

What additional tools/resources/methodology would you need for the scaling phase to be successful?

Follow-up: Have you identified any other useful “early stage” practices that we should keep in mind that can help foster an innovation environment?

As the labs are only able to find so many solutions within the current 100-day phase, how will you ensure in the future there is constant innovation found, tested and scaled to address the SDG?
Transition: Thanks a lot for your thoughtful answers. Now, I just have some closing questions.

Part 4: Future of your Accelerator Lab and Closing (5 minutes)

- Where do you see your Accelerator Lab in five years?
- Do you have any suggestions or recommendations for our team as we continue with our research?

Follow-up: Is there anybody that you think we should talk to that would help us in our research?

Conclusion (2 minutes)
Thanks a lot for taking the time to speak with us today, INSERT NAME OF INTERVIEWEE. Your answers have been very helpful. It is our hope that this interview will help the UNDP Accelerator Labs succeed not only in INSERT NAME OF COUNTRY but all over the world. Within one week we will share our key insights from this interview with you.

[If the interviewee agreed to share contacts/resources with the team, make sure to provide a gentle reminder that we will expect this information.]

Before we finish, would you be open to us reaching out to you if we have additional questions regarding the answers you have provided during the interview, or if we have any general questions we may have in the future that relates to our conversation today? Our final product will be presented to you at the end of April or at the beginning of May. Additionally, in the spirit of working out loud, we will keep posting blog posts about our work on the Accelerator Labs’ Medium page. Finally, we want you to know that you can always feel free to contact our team regarding anything. Once again thank you for your time today and good luck on your upcoming work.

<END OF INTERVIEW>
Focus Group Guide

**Rationale Around Focus Groups:**

In order to build on the work initiated through the desk research and the survey, as well as allow for the opportunity to test assumptions and recommendations, we are planning to conduct focus groups. These focus groups will be done in order to both finalize our work on the toolkit and framework as well as a means to offer the labs an opportunity to further contribute their views. This guide will provide a foundational structure for these focus groups. It will introduce the team to the necessary tools and requirements for conducting the focus groups. These will have two main objectives: (1) To understand the feedback of the Lab regarding the suggested framework and toolkit; (2) Incorporate additional suggestions from Labs. To ensure that we are gaining a representative perspective, the Accelerator Labs for the focus groups have been selected using these criteria:

- Regional diversity
- Have reached the later phases of the 100-days cycle
- SDGs addressed
- Relation to the three streams of the SIPA teams’ scalability framework

Additionally, this guide explicitly contains sections on consent and information management. These sections explain the purpose of the interview, how the information will be used and ask the participant for their consent.

**Focus Group Structure:**

The Labs that are invited to participate of the meeting are the 14 labs that already had calls with SIPA so far: DRC, Chad, Tanzania, Ecuador, Kenya, Mexico, Palestine, Paraguay, Philippines, The Gambia, Ukraine, India, Viet Nam, Zimbabwe, and six additional countries to increase regional coverage and cluster diversity: Colombia, Fiji, Malaysia, Iraq, Lebanon and Togo.

- Focus Group 1: Process
- Focus Group 2: Product
- Focus Group 3: Program/Policy

**Potential Issues and How to Address These:**

Potential issues around the focus groups were identified at an early stage of our project. They do, however, appear to remain relevant as we are approaching the phone interviews. These issues are (a) language barriers, and (b) bridging the high-level objective of a macro-strategy with the micro-context of local innovations. We will address these by (a) making use of the team’s diverse language skills when needed, and by (b) conducting in-depth research on bridging to scale based on relevant course readings and beyond. Also, when possible, avoid using jargon and referring to concepts that may be interpreted differently by the various Accelerator Labs. This is to ensure that everyone has the same understanding of the questions being asked and to avoid bias in answers provided.
**Focus Group Guide:**

<table>
<thead>
<tr>
<th><strong>Summary</strong></th>
</tr>
</thead>
</table>
| *Interviewers:* 2 SIPA team members (1 note-taker | 1 lead)  
| *Lead:* ____________  
| *Notetaker:* ____________ |

| **Focus group participants:** | INSERT NAME, TITLE AND ACCELERATOR LAB OF INTERVIEWEE |
|-------------------------------|

| **Location:** | Focus Group, INSERT NAME CALL SERVICE USED (GOOGLE HANGOUTS, ZOOM, WHATSAPP, ETC.), DATE AND TIME OF CALL |

| **Time:** | Approximately 40 minutes |

<table>
<thead>
<tr>
<th><strong>Interview Objectives</strong></th>
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| - (1) To understand the feedback of the Lab regarding the suggested framework and toolkit  
| - (2) Incorporate additional suggestions from Labs |

<table>
<thead>
<tr>
<th><strong>Assumptions</strong></th>
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<tbody>
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<td>- Given that the participants have worked for a considerable time with the Accelerator Labs at the point of the interview, we assume that the interviewee will be knowledgeable of the Accelerator Labs in general and more specifically the one in the country of the specific Accelerator Lab.</td>
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<td>Hi, INSERT NAME OF PARTICIPANT and thank you for taking the time for this call today. It is our pleasure to be speaking to you today.</td>
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As you already know, my name is INSERT NAME OF LEAD and my colleague is INSERT NAME OF NOTETAKER. We are student researchers from Columbia University's School of International and Public Affairs in New York who are working on a Workshop project with the UNDP Accelerator Labs Team.

The purpose of our research is to assist the Accelerator Labs Team in developing a scaling strategy for your work. We’re hoping to gain further insight on the structure of the Accelerator Labs in general as well as specifically in INSERT NAME OF COUNTRY.

The information you share with us today will be used only for this research. Your answers may be included in our final report, but your name will not be included in any reports unless you give us express permission to do so. Our final report will be distributed to UNDP Accelerator Labs and Columbia University. Before we start our conversation, we’d like to confirm that you agree to speak with us today. [Pause for agreement from participant].
We’d also like to take notes as we go along. If you would not like us to take notes during our conversation this is completely acceptable. The key insights from this conversation will be shared with you afterwards and we will ask you to confirm that they accurately reflect our conversation. Would it be acceptable to you that we take notes during this interview? [Pause for Response; If yes, inform about who will be the notetaker and who will be the lead interviewer].

Additionally, we’d like to record this conversation, this will solely be for our own internal use. If you would not like us to record our conversation this is completely acceptable. Would it be acceptable to you that we record this interview? [Pause for Response; If yes, begin recording].

Let us know if you at any point during this conversation would like to take a break and/or stop the interview. As we are aware that your time is valuable, we do not expect this conversation taking any more than 40 minutes of your time today.

Before we begin, do you have any questions about the process, the research, or anything else? [Pause for questions].

Once again thank you for speaking with us today and let’s get started.

**Guiding Questions (40 Min)**

**The scaling framework**
- To what extent is the scaling framework a) clear and b) helpful?
- Do you agree with the recommendations and scaling pathways outlined in the stories for process/product/program?

**The scaling toolkit**
- Do you agree with the outline/ the different components of the scaling toolkit?
- Do you agree with the content within these different components of the toolkit?
- What additional aspects do you see as relevant for the scaling strategy?
- What specific aspects/tools relevant to scaling would you like to learn more about, that have not been covered?
- What additional practical advice can you share for scaling?

**How the report is practically used**
- How do you see your Lab practically using such a scaling strategy report?
- What guidance is needed to make sure the report/strategy is actually used/implemented?

**Conclusion**
Thanks a lot for taking the time to speak with us today, ** INSERT NAME OF PARTICIPANT **. Your answers have been very helpful. It is our hope that this conversation will help the UNDP Accelerator Labs succeed not only in ** INSERT NAME OF COUNTRY ** but all over the world. We will share our key insights from this conversation with you.
[If the participant agreed to share contacts/resources with the team, make sure to provide a gentle reminder that we will expect this information.]

Before we finish, would you be open to us reaching out to you if we have additional questions regarding the answers you have provided during the conversation, or if we have any general questions we may have in the future that relates to our conversation today?

Our final product will be presented to you at the end of April or at the beginning of May. Additionally, in the spirit of working out loud, we will keep posting blog posts about our work on the Accelerator Labs’ Medium page.

Finally, we want you to know that you can always feel free to contact our team regarding anything. Once again thank you for your time today and good luck on your upcoming work.

<END OF INTERVIEW>
SIPA team presentations to UNDP: survey, phone calls, deep dives

A SCALING STRATEGY FOR
UNDP ACCELERATOR LABS

UNDP WORKSHOP PROJECT | FINAL PRESENTATION:

1. RESEARCH OVERVIEW: 10 MIN
   a. THE TEAM
   b. THE CLIENT
   c. CONTEXT
   d. OBJECTIVES
   e. METHODOLOGY
   f. COUNTRY FOCUS

2. RESEARCH OUTPUT: 10 MIN
   a. STRATEGY FRAMEWORK
   b. SCALING TOOLKIT

3. Q&A: 10 MIN
RESEARCH OVERVIEW

THE SIPA TEAM

Akshara Baru  
Knowledge Manager

Alexandra Treat  
Client Liaison

David Lonnberg  
Faculty Liaison

Eva Hoermann  
Project Manager

Fares Taher  
Country Manager

Mihret Mages  
Country Manager

Zixin Yang  
Country Manager
THE CLIENT: UNDP ACCELERATOR LABS

<table>
<thead>
<tr>
<th>FUNDING</th>
<th>PARTNERS</th>
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<tbody>
<tr>
<td>UNDP</td>
<td>+ UNDP CORE PARTNERS</td>
</tr>
<tr>
<td>German Cooperation</td>
<td>MIT Management</td>
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Empowered lives. Resilient nations.

UNDP ACCELERATOR LABS AS PART OF THE UNDP SYSTEM

INNOVATION INITIATIVES

UNDP COUNTRY OFFICES PORTFOLIO

UNDP ACCELERATOR LABS

UNDP HQ OFFICE

Empowered lives. Resilient nations.
THE CLIENT: UNDP ACCELERATOR LABS

- 60 Labs, 180 People, 78 Countries
- Bottom-Up Approach
- Exploration Solutions Mapping Experimentation
- Working Across the SDGs

WORKSHOP PROJECT CONTEXT

THE OVERALL OBJECTIVE: DELIVER A HANDS-ON STRATEGY FOR THE GROW PHASE OF THE ACCELERATOR LABS

How
- Scaling out (achieving greater numbers)
- Scaling up (enforcing the necessary law and policy changes)
- Scaling deep (reversing behavioral and cultural changes)

Who
- UNDP
- GOVERNMENT
- INDEPENDENT VENTURES

Long term: project scalability
RESEARCH OBJECTIVES

- Understand the current progress of the Accelerator Labs and thoughts on scaling sustainable development solutions
- Provide a collaborative approach to ensure that the voices of as many Labs as possible are heard in the research process
- Offer a research-based strategy framework and toolkit to support the Labs in developing context-specific strategies for scaling their innovative solutions

METHODOLOGY: APPROACH, LIMITATIONS AND ACCOMPLISHMENTS

<table>
<thead>
<tr>
<th>Primary Research</th>
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<tbody>
<tr>
<td>43 Labs</td>
</tr>
<tr>
<td>14 Labs</td>
</tr>
<tr>
<td>3 Labs &amp; Network</td>
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<tr>
<td>20 Labs</td>
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<thead>
<tr>
<th>Online Survey</th>
<th>Phone Calls</th>
<th>Country Deep Dives</th>
<th>Focus Groups</th>
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<tbody>
<tr>
<td>Online Survey (all 60 Labs*)</td>
<td>Phone Interviews (14 Labs) Deep-dive on what was shared in the online survey</td>
<td>Virtual Field Research (3 Labs) Interview with Labs and key stakeholders</td>
<td>Virtual Focus Groups (20 Labs) Preliminary Output</td>
</tr>
</tbody>
</table>

* all the Labs had the opportunity to contribute
VIRTUAL FIELD RESEARCH: > 76% LABS REACHED

SURVEY, PHONE INTERVIEWS & FOCUS GROUPS + 3 COUNTRY DEEP DIVES

SERBIA
MIGRATION

SOUTH AFRICA
GOVERNANCE

UGANDA
CLIMATE CHANGE

COLUMBIA | SIPA
School of International and Public Affairs

RESEARCH OUTPUT
A STRATEGY FOR SCALING SOCIAL INNOVATION FOR DEVELOPMENT

"Social innovations can be said to have scaled when their impact grows to match the level of need."

ENVISIONING SCALE: WHAT IS BEING SCALED?

WHAT (COMBINATION OF) SOLUTIONS ARE BEING SCALED?
- PRODUCT INNOVATION
- PROCESS INNOVATION
- SERVICE LINE INNOVATION

CASE STUDIES/STORIES:
GOOD PRACTICES & RECOMMENDATIONS
THE SCALING FRAMEWORK: WHAT, WHO, AND HOW

SCALE UP
Impacting laws & policy
Changing institutions at the level of policy, rules and laws

SCALE OUT
Impacting greater numbers
Replicating and disseminating, increasing the number of communities impacted

SCALE DEEP
Impacting cultural roots
Changing relationships, cultural norms & beliefs, ‘hearts and minds’

WHAT? PORTFOLIO OF SOLUTIONS

HOW? SCALING TO IMPACT A SOCIAL NEED

PRODUCT INNOVATION

PROCESS INNOVATION

SERVICE LINE INNOVATION

WHO: ENABLING ECOSYSTEM


THE SCALING FRAMEWORK: A PORTFOLIO APPROACH

MEXICO STORY

Testing a letter with behavioral insights to a) increase the number of public servants that attend training on performance-based management, and b) increase the percentage of attendees who are relevant decision makers

Process
Product
Service Line
Other

Scaling Out
Scaling Up
Scaling Deep
Other

Other

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94
INTRODUCING THE TOOLKIT

1. ENVISIONING SCALE

2. SUPPORTIVE ECOSYSTEM FOR SCALING

3. RESOURCES FOR SCALING

4. LEARNING FROM THE SCALING PROCESS

COMPONENTS OF THE TOOLKIT
ZOOMING IN ON ONE COMPONENT OF THE TOOLKIT: EXAMPLE 01

Objective - To help identify how the “issue” that the Labs choose to work on, impacts its scale

<table>
<thead>
<tr>
<th>Guiding Questions</th>
<th>Recommendations</th>
<th>Stories</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Is the SDG pertinent to the context of the country?</td>
<td>• Align with the CO on their vision for their work.</td>
<td>Serbia Lab is working on the issue of depopulation in the country. As the issue closely resonates with the policy concerns of the government, their work received early support and traction.</td>
</tr>
<tr>
<td>2) Is the government of the country invested in the issue through policy/initiative?</td>
<td>• Leverage the work of other UN agencies on similar or related issues.</td>
<td>India Lab is working on air pollution in National Capital Region. UNEP was also working on the same issue, allowing them to share experiences.</td>
</tr>
<tr>
<td>3) Is the UN CO currently engaged in the issue or any aspect of it?</td>
<td>• Test the importance and potential impact of the issue.</td>
<td></td>
</tr>
<tr>
<td>4) Is any other UN Agency engaged in the issue or any aspect of it?</td>
<td>• Contribute to the policy priorities of the government.</td>
<td></td>
</tr>
<tr>
<td>5) Has there been increased traction on innovations to address the issue in the region/country?</td>
<td>• Analyze the innovation ecosystem for existing solutions.</td>
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</tbody>
</table>

ACKNOWLEDGMENTS

Our team would like to thank UNDP and its network

- The UNDP Accelerator Labs Leadership, Gina Lucarelli and Maria Fara, for all their support and engagement with our team and for offering us a great opportunity to also be published at the UNDP Accelerator Labs Blog twice.
- All the Accelerator Labs who shared insights with us and most importantly the ones that filled out our survey and participated through phone calls and the Focus Groups. Especially the Serbia, South Africa, and Uganda Labs and their networks for spending extended time assisting us in our research and connecting us with local stakeholders.
- The Accelerator Labs Communication team: Bridget Connelly, Erika Antoine and Jeremy Boy.
- Bas Leurs, Amadou Sow, Lorena Sander and Mirko Ebelhaeuser, Lukas Boehmert from the Accelerator Labs team for the incredible support on the project definition, scope, and by providing key insights.
- The UNDP Serbia Resident Representative, Ms. Francine Pickup, for her time and fantastic insights on the collaborative relationship between the country office and the Accelerator Labs.
- The UNDP South Africa Resident Representative, Dr Ayodele Oduola, for his time and insights on the specific role the Accelerator Labs are playing within UNDP and in the organization’s field work.
- The UNDP Uganda Deputy Resident Representative, Ms. Sheila Ngatia, for her time and insights on the importance of applying a multi-sectoral approach to tackle challenges and engaging with community leaders and influencers to achieve system change.
- The Special Assistant to the Regional Director of UNDP in Europe and Central Asia, Nicholas Reader, for his valuable insight on UNDP operations.
- The Honey Bee Network for their insights on working with the Accelerator Labs.
- Our SIPA Faculty: John Lawrence, Jenny McGill and Ilona Vinklerova for offering such a fantastic project, and for all the strategical, logistical, and financial support to navigate this Workshop with COVID-19 limitations.
Q&A

Thank you

UNDP CAPSTONE RESEARCH PROJECT

SIPA Team: Akshara Baru, Alexandra Treat, David Lomberg, Eva Hoermann, Fares Taher, Mihret Moges, Zixin Yang

Faculty: Professor John Lawrence
Research project update:

1. QUICK UPDATES FROM THE LAST MEETING - 10 MIN
2. FIELD COUNTRY STAKEHOLDER OUTLOOK - 30 MIN
3. GLOBAL TEAM FEEDBACK - 20 MIN
QUICK UPDATES FROM THE LAST MEETING

FIELD COUNTRIES: DEEP-DIVE COUNTRY INSIGHTS
3 Accelerator Labs and 17 Stakeholder Interviews

<table>
<thead>
<tr>
<th>LAB COUNTRY</th>
<th>CD/UN AGENCY</th>
<th>GOVERNMENT</th>
<th>OTHER ECOSYSTEM PLAYERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SERBIA</td>
<td>Resident Representative</td>
<td>Ministry of Demography</td>
<td>Digital Serbia Initiative</td>
</tr>
<tr>
<td>MIGRATION</td>
<td>Communication Analyst, Resident Representative</td>
<td>Department of Science and Innovation (TBD)</td>
<td>Returning Point</td>
</tr>
<tr>
<td>SOUTH AFRICA</td>
<td>Strategy and Policy Unit</td>
<td>National Forest Authority</td>
<td>mLab</td>
</tr>
<tr>
<td>GOVERNANCE</td>
<td></td>
<td>Ministry of Science, Technology and Innovation</td>
<td>Raizcorp</td>
</tr>
<tr>
<td>UGANDA</td>
<td></td>
<td></td>
<td>Uganics</td>
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<tr>
<td>CLIMATE CHANGE</td>
<td></td>
<td></td>
<td>Raising Gadbho Foundation</td>
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<td></td>
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<td>Stanbic Bank Incubator</td>
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<td></td>
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<td>Social Innovation Academy</td>
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<td></td>
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<td></td>
<td>Innovation Village</td>
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</tbody>
</table>

Disclaimer: This list of stakeholders covers the ones who have indicated that they were willing to be recorded and referenced.

Stakeholder Key Insights: Coordination of Stakeholders

<table>
<thead>
<tr>
<th>Key Challenge</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lack of coordination among different stakeholders</td>
</tr>
<tr>
<td></td>
<td>- Fragmented knowledge and data sharing</td>
</tr>
<tr>
<td></td>
<td>- Duplication of efforts</td>
</tr>
<tr>
<td></td>
<td>- Impact at scale is not maximized</td>
</tr>
<tr>
<td></td>
<td>The Lab “bridges” collaboration across different stakeholders (innovation labs, private sector, universities, government etc.)</td>
</tr>
<tr>
<td></td>
<td>The Lab expands partnerships and resources - creates an integrated ecosystem</td>
</tr>
</tbody>
</table>

“All happening fragmented, a bit of duplication working in different spaces.”
- Communication Analyst, Country Office UNDP

“The Accelerator Lab can be a bridge between small and flexible organizations with the large UN system and government.”
- Returning Point, NGO

Many solutions already exist. We need to focus on solving the problem, not creating new solutions.”
- Strategy and Policy Unit, CO
Stakeholder Key Insights: Scaling through Adaptation

Key Challenge

- Achieving scale at a nation level
  - Diversified conditions in rural and urban area
  - Diversity in culture, language, consumer behavior, etc.
  - Physical and infrastructural limitations that hinder a single innovator to scale nationwide

Solution

- Spreading new ideas and adaptation to achieve scale at a national level
  - Local government should be engaged in the design stage

The Accelerator Lab can enable a culture of social innovation by understanding how to tweak social innovations to become scalable.

- Raizcorp, Business incubator

“While replication is easy, adaptation is difficult.”

- Uganics, Innovation supported by Social Innovation Academy (SINA)

Stakeholder Key Insights: Innovator Capacity

Key Challenges

- Scaling is limited due to lack of business/manufacturing knowledge
- Innovators require support in researching good practices, data, market trends etc.
- Lack of motivation from innovators to grow at scale

Solutions

- Mentorship to guide innovators and help them “dream big”
- Training on necessary skills (e.g. financial management, industry standards, marketing)
- Establish centralized repository with capacity development training material
- Build trust between Lab and stakeholders

“A mentorship model - where someone trains & exits, will be very helpful. A CEO who can temporarily plug in and leave is a great idea.”

- mLab, Non-profit

“Scaling in Uganda is typically small due to the limitations of entrepreneur ambition in poor economies. SINA mentored us and helped us dream big.”

- Uganics, Innovation supported by Social Innovation Academy (SINA)
**Stakeholder Key Insights: Financial Resources**

**Key Challenges**
- Availability of funding is a general barrier to scaling
- Access of innovators to investments/donor/government or UN funding

**Solution**
- Build bridge between innovators and funding opportunities
  - Bucketing innovations under certain clusters or sectors to facilitate funding opportunities
  - Stakeholders to support innovators in creating business plans/pitches to attract investments/donors/funding resources

- Difficulty in funding is one of the main barriers to scaling.
  - Digital Serbia Initiative, NGO

- Ability to match innovators with investors is challenging, thus we developed clusters to match innovators with funders.
  - Ministry of Science, Technology and Innovation

**Stakeholder Key Insights: Social Impact vs Profitability**

**Key Challenge**
- Lack of clarity on how to balance between profits and social impact
  - Innovators want to make profits to be financially sustainable and make a living
  - Consumers lack of purchasing power requires donor/government support
  - Donors/funders want to prioritize social impact over profit generation

**Solution**
- Early alignment on the objectives of the stakeholders and objectives of scaling
- Align on balance between social impact and financial sustainability

- "Align with stakeholders on trade off between financial sustainability (profits) and social impact."
  - Raising Gabdho Foundation, Innovation Lab

- "Socially viable is important as financial sustainability". It is crucial especially to identify who and how will the “money being paid”.
  - mLab, Non-profit
Stakeholder Key Insights: Government Advocacy

Key Challenges
- Government policies need to be more innovator-friendly
- Mismatch between stakeholder priorities and government vision/priorities
- Government officials (esp. local governments) hinder scaling of initiatives that may affect reelections

Solutions
- Government needs to have more entrepreneurship friendly policies.
  - Intellectual Property law, ease of starting a business, etc., for structural change
- Align innovations with government priorities and strategies
- Engage governments during design phase and address key concerns of community that may affect reelections

Governments knows deforestation is a problem, but combating deforestation means you are affecting illegal lodgers livelihoods who are voters. - Strategy and Planning Unit, CO

The Serbian government has put in place regulations around the digital economy to strengthen the tech industry as well as attract digital nomads and other migrants to Serbia. - Digital Serbia Initiative, NGO

Stakeholder Key Insights: Community Awareness of Innovations

Key Challenges
- Low community awareness of the need for innovations and the new innovations
- People are settled in the conventional practices and changing behavior is challenging

Solution
- Demonstrate the value of grassroots innovation/innovators
- Raise awareness about the innovation and the challenge its addressing
- Alter narrative and public perception

If people know by the end of the day “how is my life going to improve with those social innovations?” they are likely to promote social innovation. - mLab, Non-profit

“There’s a perception problem, idea that ‘the grass is always greener on the other side.’” - Returning Point, NGO
**Accelerator Labs Key Insights**

**Interaction with Country Office/UN Agencies**
- Senior CO leadership very supportive
- Portfolio leaders involve Labs in adapting/designing UNDP programs
- Labs would like to see more training from CO/HQ (e.g., legal solution mapping, ethical experimentation)
- Identify synergies across different UN agencies (e.g., UNICEF, UNCDF). Some mandates overlap with some of the experiments we are running (e.g., UNICEF’s innovation lab). The Lab and UN agencies should enhance each other’s work not duplicate
- Integrate a Labs’ methodology and understanding within the UN system

**Knowledge Sharing Across Labs**
- While Labs are able to work with the current form of knowledge sharing, a more comprehensive repository is required for knowledge sharing

“*It’s not a Lab of the 3 of us but rather 20, 30, 50 people from the office who are early adopters of innovative methodologies who want to change the usual way of doing business of the UNDP.*”

- Accelerator Lab Serbia

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**Accelerator Labs Key Insights**

**M&E and Sustainability**
- Stakeholders with influence and power may sometimes be required to monitor and enforce scaling (e.g., Prime Minister Office or Ministries)
- Sustainability partners (e.g., long term donors) should be engaged to ensure the long term success of the innovations/interventions
- Classify stakeholders based on influence and interest to identify sustainability partners
- Engage with “gatekeepers” to address systemic issues (e.g., IP law, ease of starting a business) to ensure long term success of all innovations

In Uganda, the Office of the Prime Minister is the custodian of all SDGs, and has the authority to enforce and accelerate government change when needed.

- Accelerator Lab Uganda
**Accelerator Labs Key Insights**

- **Engage as many** stakeholders to have a diverse representation and decrease the risk of certain stakeholders not following through
- **Engage stakeholders early** and **ensure ownership** (e.g., involve stakeholders during Sense and Explore phases)
- Every Lab needs a **partnership and engagement strategy** to continuously bring in new stakeholders and not remain static
- Challenging to **scale a portfolio of solutions** where solutions are owned by different organizations

**Unusual Partnerships**

- Engage **new stakeholders** to be part of the solution (e.g., illegal lodgers)
- **Collaborate with government** to meet unusual stakeholders in a risk-free environment (i.e., free of prosecution)

We were able to organize a workshop between illegal lodgers, government, universities, incubators, FAO, and Global Pulse to develop solutions to deforestation. It was the first time the government sits with the illegal lodgers and work together on sustainable solutions. - Accelerator Lab Uganda

**Stakeholder Main Takeaways: 17+ Hours of Interviews**

<table>
<thead>
<tr>
<th>Stakeholder Network</th>
<th>Create effective networks to resolve shared challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptation</td>
<td>Spread ideas and adapt to local contexts</td>
</tr>
<tr>
<td>Capacity Development</td>
<td>Enable mentoring and training to develop capacities and encourage innovators to “dream big”</td>
</tr>
<tr>
<td>Financial Resources</td>
<td>Develop clusters of investors/donors and increase access of funding to innovators</td>
</tr>
<tr>
<td>Impact vs. Profits</td>
<td>Align with donors on long-term trade-off between social impact and financial sustainability through profits</td>
</tr>
<tr>
<td>Policy and Local Government</td>
<td>Advocate for innovation-friendly policies, involve local government in design phase, address key community concerns</td>
</tr>
<tr>
<td>Innovation Awareness</td>
<td>Develop awareness to shift community behaviour</td>
</tr>
</tbody>
</table>
COUNTRIES INTERVIEWS: KEY INSIGHTS
Phone Calls Summary: OVERVIEW
(14 countries 25% coverage)

Phone Calls update: Methodology/Qualitative Data
Phone Calls update: Methodology/Qualitative Data

ECOSYSTEM FOR SCALING

1. Solution
2. The Lab Network
3. Stakeholders & Partners
4. CO Relationship
5. Challenges & Resources

OUTLOOK
Long-Term vision

Ecosystem for Scaling: Solutions

1. Approach
   a. Many of the Labs are embracing a portfolio approach.
   b. Labs working on single point interventions realize that they need to have more of a portfolio approach to achieve large scale systematic change.
   c. Kenya, although having a portfolio approach, also talked a lot about changing the working methods of CO as their central point.

2. Identification
   a. In general, the Labs have no significant issues identifying solutions for a portfolio.
   b. Provides a platform for stakeholders to come together to identify solutions and synergies.
   c. Some Labs have turned to arranging challenges/competitions to scout for solutions.

3. Process/Product/Program/Policy
   a. Solutions span across all the above working areas.

   Tanzania: The Tanzania Lab is conducting rural safaris and developing micro-local connections with community leaders in rural areas to ensure that they have access to solutions being developed in these areas.

   Palestine: It would be helpful to understand whether Labs should go “deep” and work on a single SDG for a long time or go “wide” work on multiple SDGs rapidly.
### Ecosystem for Scaling: Stakeholders & Partners

#### What have we learned?
- The **Government as a key partner**:
  - Almost all Labs are working with Governments at some level and for some part of their work.
  - Involvement of different Government entities are also the common thread across all the Labs.
  - Key role in understanding the problems, and finding ways to address them.

#### Why is this important?
- Helps us understand the importance of building a strong relationship with Government partners.
- Informs us on the role of the government for the grow stage.

**Example:** The Vietnam Lab expressed difficulties on managing expectations from the government. The Department of Natural Resources and Environment (DONRE) was not impressed with the recycling project the Lab proposed; and conducted the experiment in 2 different cities with different officials added a layer of complexity in their relationship with DONRE.

### Ecosystem for Scaling: Stakeholders & Partners

#### What have we learned?
- Building **relationships with additional stakeholders** is key:
  - Local incubators or innovation hubs
  - NGOs, Foundations
  - Other UN agencies
  - Universities or other academic institutions

#### Why is this important?
- Helps us understand the importance of unusual and different partners
- Informs us on the role of each stakeholder in the current 100-day-cycle
- Informs us on the role of other UN Agencies to support scaling
- Helps us think about follow up/monitoring post handover

**Example:** The India Lab is working with the Nottingham University’s Rights Lab to get data and expertise on air pollution. They are also collaborating with the Honey Bee Network for creating a database of all solutions.
Ecosystem for Scaling: CO Relationship

What have we learned?
- Most Labs see themselves as an integral part of the CO
- In general, the Labs are able to effectively collaborate with CO staff
- Some Labs have seen a learning curve for the collaborations

Why is this important?
- Helps us understand the importance of building a strong relationship with the CO
- Informs us on the envisioned role of the CO in the grow stage
- Informs us on the role of the CO in supporting the Lab with other relationships

Example: The Lab has received a role in the CO’s Strategic Policy Unit.
DRC
Example: Have an M&E officer from the CO in their Lab team integrated.
Mexico

Ecosystem for Scaling: CO Relationship

In order to move to the Grow phase, it will require a commitment from the CO to support the Lab throughout and involve the Lab more in the country office’s activities and programs.

The India Lab has a very healthy relationship with their CO. The Lab has been appointed as focal point for various portfolios. For example, for health, one of the team member has been appointed as the focal point and she is invited to all meetings related to that topic.

At first, there was a distrust in the Lab. As the Lab became aware, they worked to change that by:
Creating a learning and sharing session with the CO on a monthly basis - a workshop to teach different methods to the CO (e.g. Theory of Change). Next steps: There is still the need to clarify the Labs activities and to what extent they are able to go beyond the existing CO portfolio.

While the leadership is extremely supportive of the Lab, other departments are used to working on specific projects with approved scopes and budgets with little willingness to deviate away from project plan. Thus, it is sometimes difficult to shift the mindset from “project management to problem solving” - The Lab is bringing Flexibility to a rigid UNDP system.
Ecosystem for Scaling: Knowledge Management & Lab Network

What have we learned?
- All Labs mentioned usefulness of calls, blogs and WhatsApp - still, a challenge to prioritize content
- Some Labs are creating their own platforms with partners and stakeholders
- Two Labs mentioned a new online platform to share innovation ideas with the broader audience, e.g. Ukraine and Chad
- Facilitating knowledge needs to go beyond sharing information and requires improvements

Why is this important?
- Helps us understand how the Labs see and use their Labs network
- Informs us of the importance of building the strong network to exchange good practices
- Informs us on how the network can support the grow stage and sustain learning

Example: The Tanzania team shows various ways of knowledge management: apart from basic apps such as Teams and Whatsapp, the Labs team also use social media to build presence in the country; blog for logging information; conferences and workshops to share knowledge; media to spread awareness on the work being done.

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Ecosystem for Scaling: Challenges & Resources

What is challenging?
- Financing innovations
  - Tanzania: Connecting innovators with financing opportunities
  - Paraguay: Limited budget, was in parts used for Turkey bootcamp participation
- Building partnerships:
  - Ukraine: Some partners only see the Lab/UNDP as top-down-approach/ "a money bank"
  - Viet Nam: Government partner was not “impressed” with the proposed project
  - Philippines: Differences in priorities with the government
  - India: Complement work by other UN agencies, while agencies are competing for funding
- Limited information
  - The Gambia: Limited citizen data
Ecosystem for Scaling: Challenges & Resources

- **Ecuador**
  - **Area:** Recycling app - using behavioral insights and sending messages to users to recycle more
  - **Challenge:** CO wants the Lab to stay within portfolio, project-based approach is limiting for 100-day-cycle and scaling
  - **Strategy:** Advocate for opportunity to test 1 innovation outside the portfolio; RR permitted this: A test, fosters learning

- **Tanzania**
  - **Area:** Circular economy, waste management
  - **Challenge:** Financing and information availability
  - **Strategy:** Lab is partnering with an HDIF (Human Development Innovation Fund), a crowdsourcing platform will help innovators to put their innovations online as a source of information and way to connect with potential investors

- **Palestine**
  - **Area:** Water scarcity
  - **Challenge:** With only 3 employees, it is difficult to tackle different SDG areas
  - **Strategy:** Working with the Office of the Prime Minister to scale the efforts of the ALs across all SDGs
  - **How?** Handover tools/know-how to Office of Prime Minister to replicate same activities for all priority SDGs

- **Ukraine**
  - **Area:** Urbanization and social cohesion/reduced inequality
  - **Challenge:** Perception of top-down approach, UNDP as “money bank”
  - **Strategy:** Place an emphasis on providing the tools to communities and to address the needs identified by the community; Change the perception to Lab as “enabler”

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Outlook: Long-term vision

**What have we learned?**
- Long-term visions vary across Labs
- Many Labs envision:
  - Labs’ methods to be mainstreamed in the CO
  - CO moving from project management to problem-solving
  - Learning cycles to become smoother

**Why is this important?**
- Helps us understand the perceived future role of the Labs
- Informs our thought on scaling
- Informs us on the interaction with the CO
Outlook: Long-term vision

- **South Africa**: Ideally want to “work themselves out of a job” - that would necessarily serve their vision of enable an ecosystem that is self-sufficient and sustainable to scale social innovation.

- **Zimbabwe**: “I hope the CO will function as an Accelerator Lab” - CO shifting from project management approach to problem solving approach

- **Ecuador**: “Planting a seed in different actors” - to enable learning in the ecosystem

- **Kenya**: “Serving beyond UNDP to other UN agencies and beyond”

- **Chad**: “Make innovation more visible in the region, ensuring intellectual property for innovators”

- **India**: “Hard to know when funding is only to 2021” - Not clear mandate for mobilizing funding beyond 2021

- **Viet Nam**: “Build similar labs within government and other organizations”

- **The Gambia**: “The way the labs work should also be a natural way for the UN agencies to think”

FEEDBACK AND DISCUSSION
The Scaling Strategy for the UNDP ACCELERATOR LABS

Preliminary Survey Results

SIPA Team: Akshara Baru, Alexandra Treat, David Lonnberg, Eva Hoermann, Fares Taher, Mihret Moges, Zixin Yang

3 RESEARCH QUESTIONS

- What is the current progress of the Accelerator Labs during the current 100-day cycle and what are the main challenges they have faced?
- How do the Accelerator Labs address the most common challenges of the grow stage?
- What are the current thoughts of the Accelerator Labs regarding scaling?

WELCOME TO NEXT GENERATION UNDP
RESEARCH QUESTION 1

What is the current progress of the Accelerator Labs during the current 100-day cycle and what are the main challenges they have faced?

Most Labs Have Completed the Sense & Explore Stages

Which of the following stages has your Accelerator Lab completed so far?

- Sense: 37
- Explore: 35
- Test: 15
- Grow: 2
- None - just getting started: 1
- N/A: 1
Labs That Have Completed the Grow and/or Test Stage

Building Partnerships Is the Most Important Challenge
Partnerships Are Also the Key Ways to Address Challenges

How have you addressed or plan to address the challenges mentioned above?

- Finding partners and form of collaboration: 19
- Country office collaboration: 6
- Data incorporation: 4
- Sensemaking: 4
- Timeframe: 3
- Exploring entry points: 3
- Test improvements: 3

Partnerships Are Key: But Which Ones?

What actors have been most helpful to you in exploring and testing solutions?

- Government Organizations: 28
- NGOs: 23
- Universities or other Academic Institutions: 21
- Micro/Small Businesses: 20
- Local Incubators or Innovation Hubs: 20
- Other UN, Multilateral or Bilateral Agencies: 18
- Grassroots Actors: 14
- Medium/Large Businesses: 10
- Media: 7
- Other: 6
**Thinking Out of the Box: Unusual Practices to Learn From**

**Key Insights**

The main unusual activity of labs has been to engage in unusual partnerships.

Other forms of unusual practices stand out:

- Experimination development
- Workshop/Bootcamp
- Forms of research
- Government collaboration

"A Sense Making Workshop on the challenge of Deforestation...and we engaged unusual people like timber loggers, charcoal sellers who are normally regarded as culprits since these businesses are viewed as almost "illegal."

"We have become, in a short time, something like advisors to both the Presidential Delivery Unit and some offices of the Technical Planning Secretariat.

**Most Labs Are Likely to Launch the Grow Stage**

How likely is it that your Accelerator Lab will be prepared to launch the grow stage in the first half of 2020?

- Very likely: 9
- Likely: 18
- Unlikely: 7
- Very unlikely: 6

![Bar chart showing the distribution of likelihoods](chart.png)
Geographical Distribution of Likelihood of Labs Launching the Grow Stage

Scaling in the Areas of SDGs 8 and 12 is Most Likely

Which SDGs are pursued by the Accelerator Labs seeing themselves as likely/very likely to launch the grow stage in the first half of 2020?
RESEARCH QUESTION 2

How do the accelerator labs address the most common challenges of the grow stage?

Key Challenges in the Grow Stage Are Diverse

What are the key challenges you foresee in launching the grow stage in the first half of 2020?

- Funding: 9
- Finding partners: 8
- Bureaucratic: 5
- Country Office: 4
- Time limitations: 4
- Government: 3
- User capacities: 2
- Ownership by the: 2
- Scope of work: 2
- Political situation: 2
- Alignment on scaling: 2
Partnerships as Key to Addressing Various Challenges

How do you plan to address each challenge mentioned above?

- Finding partners and forms of collaboration: 19
- Government collaborations: 8
- Country Office coordination: 5
- Early and effective planning: 4
- Collective intelligence of the A-Labs Network: 3
- Defining indicators: 2
- Business development support to innovators: 2
- Global team cooperation & support: 2

Support is Needed for Knowledge Sharing

What support is required to ensure that the grow stage is launched in the first half of 2020?

- Knowledge sharing, capacity building & training: 22
- Finding partners and forms of collaboration: 12
- Global team cooperation & support: 12
- Funding: 11
- Country Office coordination: 6
- Government collaborations: 5
- Collaboration between Labs: 3
- Decrease bureaucratic processes: 2
- Intellectual property rights solution: 1
RESEARCH QUESTION 3

What are the current thoughts of the Accelerator Labs regarding scaling?

Consistency Between the Most Important and Urgent Factors
Types of Scaling Pursued for the Three Different Service Lines

Most Likely Modes of Growing

What mode(s) of growing do you see as most likely for the current 100-day-cycle?

- Handover to government partner and/or influence national policy to create opportunities for acceleration: 32
- Change in UNDP programming to advance systems change: 24
- Spin-off into independent ventures: 15
Lessons Learned

- Most Labs indicated that they are likely to launch the grow stage during the first half of 2020
- Labs mentioned partnerships as one of the key challenges and success factors for all stages of their work
- Labs see government collaborations as a key element for overcoming scaling challenges
- Most Labs envision a handover to governments as the most likely mode of growing
- Labs are pursuing all 3 types of scaling – especially scaling out

“Thank you for your participation!”
Your SIPA Graduate Consultants Team

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