Co-building the Accelerator Labs as a joint venture with:

Core Partners

Integrating Innovation into 21st Century Development

Mini bootcamp series

Session 3: Integrating the Accelerator Lab principles and approaches including innovation into the MCO for Barbados and the Eastern Caribbean

Co-building the Accelerator Labs as a joint venture with:
WELCOME TO THE ACC LAB INNOVATION MINI BOOTCAMP SERIES!

■ SESSION 1
  o Introduction to UNDP Accelerator Labs
  o Innovation

■ SESSION 2
  o Deep dive into principles, methodologies and approaches → Collective Intelligence, Solutions Mapping, Futures

■ SESSION 3: TODAY’S SESSION
  o Embedding Innovation into the MCO & beyond: Portfolio Approach & Experimentation
**Agenda**

1. Recap of Innovation Bootcamp Session 2
2. The Portfolio Approach & Engaging the Mothership
3. Introduction to Experimentation
4. Embedding Innovation at the MCO
5. Recap
6. Next Steps
7. Optional Session 4
Ice Breaker Activity

In one Tweet (240 characters), share in the chat what you would like the Future of Work (FOW) to look like at the UNDP MCO in Barbados and the Eastern Caribbean

UNDP Global Accelerator Lab FOW signals: Remote work & the virtual office, reskilling & upskilling, gender parity, social protection...

Example Tweet: At UNDP BBD & EC, I would like the FOW to include hybrid working models that make way for collaboration, consultation and concentration.
Innovation Bootcamp Session 2: Recap

An introduction to the core Accelerator Lab methodologies of Solutions Mapping, Exploring Futures and Collective Intelligence

- Introduction to Collective Intelligence
- Introduction to Solutions Mapping
- Introduction to Exploring Futures
- Weak Signals & the News of Tomorrow
SESSION 3: THEMES
Integrating innovation into the MCO & beyond

- Integrating the Accelerator Lab into the MCO – how we are meant to function & how we plan to embed internally (UNDP) and externally (stakeholders)
- How do we engage the mothership?
- More on the Accelerator Lab’s Portfolio approach
- Experimentation
THE WHY

Pitfalls...

... 

Working in silos

“Throwing your work over the fence”

Bad practice: outputs and responsibilities for outcomes are handed over the the next one in line.

Instead... everyone should be part of mapping solutions, exploring, testing, designing portfolios, but the “Head of...” will lead on certain aspects.

Working on different projects

“Running in different directions”

Bad practice: Each member of the team works on a completely different challenge or project, not creating any synergies between the roles.

Instead work on one challenge as a team.

Self-proclaimed hierarchies

“Thou shall obey...”

Bad practice: One member of the team claims to be the team leader.

Instead AccLab teams are set up to work in a “flat structure”.
The Portfolio Approach
A portfolio is a collection of interventions or experiments that work together to produce a desired outcome.

Inspired by Marco Steinberg

They are an emerging practice that UNDP, together with other organisations, is exploring as part of its journey towards embracing complexity & positioning itself as a partner to explore structural transformations, as advocated in the Strategic Plan.

“UNDP will look beyond sectoral challenges for opportunities for transformative change. It will continue to deliver projects, but will increasingly plan, align and manage them as portfolios comprising a mix of short-, medium- and long-term interventions, supported by research, advocacy and investment. A portfolio approach means understanding issues from a systems perspective, leveraging linkages across interventions to achieve broader goals. This requires a different risk appetite, prepared to explore innovative options.”

UNDP Strategic Plan, 2022-2025
PORTFOLIO DESIGN AND MANAGEMENT

Provide a systems lens
Portfolios are oriented more towards breadth, involve more people with different perspectives
What aspects of life are most affected by a pandemic-relevant to our mandate & assets?
- individual experience, home, work & identity of the city.

Building coherence in the portfolio
Develop and refine over time a portfolio level theory of change (strategic intent) that articulate relationships between the interventions (options), and between the portfolio and the broader operating environment (overarching systems)
What sets of interventions over time would enable a better response and renewal capability? - rethinking food supply chains, understanding mobility & virtual work, rethinking how we organize in neighborhoods.

Dynamic management, continuous replenishment
While risk is calculable, uncertainty requires adaptation, discovery and learning
What types of funding mechanism could allow for adaptation based on lessons learned? can we fund for results & learnings?
Core elements of a Portfolio Approach

❑ Moving away from single point solutions & towards a developing portfolio of interventions

❑ Moving to an experimentation mindset

❑ Starting from the world "as is" & existing assets to probe and adapt one’s way into preferable future scenarios

❑ Work in action - learning cycles, rather than in linear planning - based phases (sense -> explore -> test -> grow)

❑ Focus on Capabilities distributed across a team, rather than external consultants conducting “portfolio reviews”
The Practice of Dynamic Portfolio Management

Objective
- Destination

Plan - implement
- “Perfect plan”

Intent
- Direction

Probe - act - respond
- Accelerated learning and adaptation

Siloed projects
- Single point solutions

Portfolio of options
- Interconnected activities that learn from each other over time

Symptoms
- “Obvious”, quick fixes

Root causes
- Reframing - windows of opportunities

Static logframes
- Unfrequent reporting

Dynamic management
- Continuous, collective sensemaking
When do we need a Portfolio Approach?

When do we need a portfolio approach?

- **Single point solutions**
- **Systems Transformation**
- **Magic bullet?**
- **Multiple interventions at different levels of the system**

**CONFETTI**

**SPAGHETTI**

Building the Dark Matter in between and over time

Source: Ingrid Burkett/TACSI
From the edges to the center:
Engaging the mothership (UNDP)

How it started....


Three innovation trajectories: (a) at the edge of the organisation, (b) engaging with the mothership, and (c) building portfolios of learning options
How it's going
A short introduction into experimentation

What does experimentation have to do with innovation & how can this feed into the Portfolio Approach?
A one-minute definition of innovation

Conceive new combinations or arrangements of existing ideas

... in order to successfully implement these new arrangements, they need to be tested, developed and improved...

... before they can create public value (benefits for communities)

“Ideas are works of bricolage. They are, almost inevitably, networks of other ideas.”

(Johnson, 2010)
What is a hypothesis?

An 'if...then...' statement

The action you will take, the thing you will do...

The change you expect to see...

Turn your idea into something you can test, quickly (in a day, or a few months) and cheaply
Hypothesis Mural Activity!

1. Choose a box
2. Answer the question: IF a Portfolio Approach was applied to your cluster...THEN what would happen?
3. Discuss

Mural Link: https://bit.ly/3k2PLdu
What is an experiment?

And what’s not?

An experiment is...

A structured process that helps us learn what works and what doesn’t

An experiment is not...

Any initiative where a decision has already been made, where the outcome will not change what you’re doing is a bad experiment

Any initiative where you don’t have a process to learn is a bad experiment
Why should we experiment?

Large learnings, small resources
What types of experiments are there?

**PROBE**

We don’t know what the outcome might be.

What if...
“What if we try this, then see what happens.”

Any outcome is good.

**TRIAL & ERROR**

We have a hunch of what the outcome could be.

(What) if... then...
“What if we do this, then we hope that will happen.”

A test is successful if it produces the expected results, or another desired, but unanticipated, result.

**VALIDATE**

We know what the outcome should be.

If... then...
“If we do this, then we expect that to happen.”

A test is successful if it produces the expected results.

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**OUTCOMES ARE NOT KNOWN**

- **Proof of concepts**
  - Helps us to learn fast, but evidence may be dismissed as anecdotal

**RANDOMISED CONTROLLED TRIAL**

- Helps to learn whether a solution works in certain conditions, but may take long time to get results.

**OUTCOMES ARE KNOWN**

- **Prototypes**
  - Helps us to learn fast with spending few resources. Can help to create momentum and mobilise people.

- **Pilots**
  - Helps to learn whether a solution works in specific conditions with certainty, but may take significant amounts of time and resources.

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**UNDP Accelerator Labs**
Principles of a portfolio of experiments

By Dave Snowden

- You need **multiple parallel experiments** and they should be based on **different and competing theories/hypotheses**.
- They must be **safe-to-fail**, which (to state the obvious) means that if they fail you must be able to survive and consequences and recover.
- A percentage must fail, if not you are not stretching the boundaries enough and your scanning range is reduced in consequence.
- Each experiment must be coherent, not just a stab in the dark.

**Anticipated and unanticipated outcomes**
Embedding Innovation & a Portfolio Approach at the MCO
Embedding innovation in practice

How the Accelerator Lab for Barbados and the Eastern Caribbean has started to integrate & embed innovation into the MCO thus far:

- Innovation challenges: call for solutions & hackathon
- Community engagement: coffee morning series
- CPD 2022-2026: layering on innovation language & tweaks
- Scaling: planned scaling of BlueDIGITAL via FUT-Tourism
CPD 2022-2026 Spotlight

Using collective intelligence to mainstream innovation:

- Mapping the connection between SSECC TOC and Resilience CC NRM Problem Analysis Survey
- Mapping feedback, chatter & overarching points from virtual CPD Stakeholder Validation Workshop
WHAT’S NEXT?

- Fridays at the Lab: Regular topical innovation sessions
- Innovation package / toolkit from the Lab
- Innovation training service line
- Cluster/project innovation pilot(s)?
PORTFOLIO SENSEMAKING (or making sense of our current portfolio) in the MCO

[Innovation training service line in practice]

- Build capacity
- Accelerate learning
- Increase relevance

Reinforcing learning loops. (Diagram by Bas Leura)
GENERATING NEW FRAMES & ACCELERATING LEARNING

UNDP’s accelerated LEARNING CYCLE (6 months)

1. SCANNING OUR ENVIRONMENT
   - What does the pulse of the outside world feel like? What weak signals of change do we see?

2. REFLECTING ON OUR IDENTITY
   - Who are we? What is our role in this context? What are we trying to achieve? What do we stand for?

3. EVALUATING COHESION
   - What does our portfolio look like? Why these projects, why now? Are these projects relevant and coherent with the problems we want to solve?

4. SETTING DIRECTION
   - What do we need to learn? What are we not learning fast enough?

5. DESIGNING A PORTFOLIO OF EXPERIMENTS
   - Where could we intervene and where should place our bets? How can we learn quickly what works and what doesn’t?

6. PUTTING KNOWLEDGE INTO ACTION
   - What are the implications of what we’ve learned? What options do we have? What are our next steps?
UNDP in Barbados & the Eastern Caribbean: Blue Economy for Green Islands (BE4GI)

BLUE ECONOMY FOR GREEN ISLANDS
Economic Diversification, Job Creation and Resilience
Building innovation capacity...

Development Challenges

- Do we have the skills to work on this challenge?
- Do we have the mandate and space to work on this challenge?

Capabilities
- Skills
- Mandate

Authorising Environment
- Resources
- Tools (workspace, digital)
- Norms (e.g. room for failure)
- Space (time, attention, energy)
- Mandate

Recruitment
Training
Mentoring
Partnerships

Purpose
Relevancy
Legitimacy
Where we aim to innovate
RECAP

- What we learnt
- How to apply it to your work
- Questions, comments, feedback

Recap:
- Introduction to the Portfolio Approach
- Influencing the mothership
- Introduction to designing portfolios of experiments

Recommended reads of the week:

1. "How do we learn from a network of ecosystems to reinvent knowledge management?"

2. "Accelerator Labs: The challenge of engaging the mothership"
Next Session:
Innovation Bootcamp Series Session 4 – In the field optional: Join us x
Blue Bot at Folkstone Beach to see an underwater deployment with
Blue Bot from shore
empowering experimentation

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Co-building the Accelerator Labs as a joint venture with:

UNDP Core Partners
United Kingdom, Japan, Sweden, United States, Norway, Germany, Switzerland, Netherlands, Canada, Denmark, France, Belgium, Ireland, Australia, Republic of Korea, Qatar, Italy, New Zealand, India, China, Luxembourg, Saudi Arabia, Turkey, Spain, Austria, Finland, Russian Federation, Thailand, Kuwait, Bangladesh, United Arab Emirates, Singapore, Costa Rica, Portugal, Czech Republic, Morocco, Iceland, Estonia, Indonesia, Slovak Republic, Israel, Viet Nam, Liechtenstein, Mongolia, Andorra, Cambodia, Guyana, Pakistan, Samoa, Philippines, Myanmar, Albania

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