



# UNDP Global Innovation Meeting

Budva, Montenegro, November 2013

The inaugural Global Innovation Meeting was organized in Budva, Montenegro to take stock of the current state of social innovation and citizen-led design both at large, and within the UNDP network. The event was designed and hosted as a partnership between the UNDP Montenegro Country Office, the UNDP Regional Service Center in Bratislava, the Knowledge Innovation and Capacity Group, of Bureau for Development Policy, the Bureau of Management, and the Regional Bureau for Europe and CIS.

The event brought together some of the top minds in social innovation and citizen-powered public service reform. Along with these leading thinkers and practitioners, innovation champions from across UNDP's network, including senior management (**10 Resident Coordinators**, top executives from Central Bureaux) and programme staff (representing **16 country offices**) came together to present their lessons learned, to talk through case studies from outside the organization, and to think about how each participant could take immediate action based on findings from the workshop. The focus of the meeting was on practical action and learning, and a modest dose of theory. The event highlighted practical ways to rethink project design using the perspective of the end user, tap knowledge and know-how from novel sources, and how to actually undertake new approaches such as collaborative prototyping.

A shared vision emerged of a different way to approach development challenges, and of what it would take to have UNDP become known as a trusted broker in the field of social innovation. This vision is presented as The Budva Declaration.



## The Budva Declaration

We, the participants of the Global Innovation Meeting 2013:

1. Agreed to work within a simple innovation framework: “**Find bottlenecks, scan** for what has been done before, **prototype** solutions, **scale-up** the prototypes that show results, close out those that don’t, and **work out loud** at all times to make sure all possible feedback is generated in time to shape action.
2. Acknowledged that UNDP’s Strategic Plan aspires to **making UNDP a more innovative organization**. Innovation in the context of the rich tapestry of UNDP’s intervention areas - towards a green economy, in social protection, resilient delivery systems, and citizens’ role in designing public services; this positions UNDP strategically in responding effectively to ever more sophisticated demands of our stakeholders
3. Emphasized that **providing support and license directly to innovators** is the most effective way to support innovation.
4. Recognized that **supporting innovation is a long journey** that requires the organizational acceptance of small risks and failures in the quest for greater success.
5. Emphasized that UNDP’s innovation agenda **needs to be funded and resourced**.
6. Recognized that the spark of **innovation can come from anywhere**, from think tanks, labs, and citizens, and that UNDP’s role is to seek it out when designing projects that tackle complex development challenges.
7. Noted that **data analysis and data visualization** skills are critical to finding transformative impact in issues such as employment, inequality, energy and natural resource management, and disaster risk reduction.
8. Pledged to integrate **innovation thinking in project and programme design**, from the beginning including the iterative use of prototyping and human-centered design in the “standard way of doing business”;
9. Committed to **expand the network of innovators** and communicate successes, failures, lessons-learned and ideas for next time with the wider UNDP network to promote cross – fertilization.
10. Acknowledged **UNDP’s opportunity as an enabler of innovation at a local level**, providing support to national and municipal governments, can only be realized if partners see a track record of experience.



11. Emphasized UNDP policies and procedures will **need to support “doing business in a different way”** and optimize internal processes for transformation as required in collaboration with country offices; this will require flexibility and patience from everyone.
12. Resolved that BOM and BDP will look at **a design team including operations staff to work on bottlenecks** that hinder applying innovation or doing business a different way in practice;
13. Reaffirmed that Global Policy Centers (Rio, Singapore, Nairobi and others) will play a role as **innovation hubs** to foster robust partnerships across the UNDP network and beyond.
14. Reaffirmed the strong **link between ‘knowledge management and innovation’**, and hoped that the UNDP Knowledge Management Strategy would reflect this link.
15. Emphasized the importance of including **a session on innovation management at the 2014 Global Management Meeting.**
16. Emphasized that the participants of this meeting would be innovation **promoters** in their respective regions and offices.
17. Recognized that a number of new models for systematically embedding innovation in UNDP programming have emerged from CO practice, including most notably **innovation labs** which can serve as design labs and project incubators with a variety of possible partners.
18. Asked that UNDP’s Innovation Board **provide a list of corporate offerings** and support to Country Offices on innovation.
19. Reaffirmed that UNDP can be an enabler and a facilitator for **collaboration between “bottom-up” and “top-down” innovators**. This will ensure that innovative tools developed by grassroots innovators find resonance with governments and vice versa.
20. Committed to creating the right culture of **incentives** to encourage and reward staff who are willing to take risks, initiate new ideas and learn lessons from prototypes.



## As it happened



Helen Clark video message, UNDP Global Innovation Meeting

The event opened with a “[call to action](#)” by **UNDP Administrator Helen Clark**, wherein she clearly stated that innovation was welcomed and would be supported by all parts of the organization

The **Deputy Prime Minister and Minister of Foreign Affairs of Montenegro, Igor Luksic**, spoke at the event opening, noting that a commitment to the principles of innovation and breakthrough had enabled his country to become more resilient, and efforts at engaging citizens in the development of policy had helped the country tackle complex issues.

Expert guests were invited not only to speak, but also to inject sessions with real-world experience and advice. Guests included:

- **Dominic Campbell** ([FutureGov](#), UK) –highlighted ‘intrapreneurship’ inside government, applying user-centered design to support creative ideas for social change
- **Brenton Caffin** ([NESTA](#)) shared examples of citizen-designed social services in Australia. [[presentation](#)]
- **Noah Rafford**, (21<sup>st</sup> Century Strategy, Policy and Design, UAE Prime Minister’s Office), spoke to the importance of scenario building and forecasting. [[presentation](#)]
- **Kit Lykketoft** ([Mind Lab](#))- shared that good problem definitions as the starting point to break silos and the effect from new initiatives is dependent on what is already there. [[presentation](#)]
- **Simon Ruda** ([Behavioural Insights Team](#), UK Government), demonstrated the use of behavioral science to effect changes in the outcomes of public policy
- **Alberto Cottica** ([Edgeryders](#)) –spoke about activating social networks to understand engagement with citizens as experts at the community level. [[presentation](#)]
- **Chris Fabian** (UNICEF, NY)-shared UNICEF’s experience on innovation, certainly it doesn’t take one day. [[presentation](#)]



- **Stuart Smith** (Institute of Systems Science, Singapore)-presented the concept of foresight thinking [[presentation](#)]

In keeping with the motto that - *innovation happens in practice* – UNDP’s innovation pioneers demonstrated a wide range of innovations in their projects

*Lightning talks by CO colleagues showcasing how prototyping and interesting problems can score us good external partners:*

- **KAM Morshed (UNDP Bangladesh)** - shared how external opportunities were leveraged to make critical efficiency gains in the civil service in Bangladesh. [[presentation](#)]
- **Sherif El-Tokali (UNDP Egypt)**-shared his exemplary work on the ICT for Illiteracy Eradication Project, which provides creative, digital access and e-content to women in the Suwa region, demonstrated innovative ways of using technology for education, health and entrepreneurship [[presentation](#)]
- **Jasmina Belcovska (UNDP Macedonia)**- demonstrated the partnerships with local universities (institutionalized into the Social Innovation Hub) that brought technology solutions to local development challenges [[presentation](#)]
- **Alexis Franke (UNDP Kosovo)**-demonstrated how new thinking and application of new technologies can harness partnerships and the ability to scale-up based on test results [[presentation](#)]
- **Sanjin Avdic (UNDP BiH)**-demonstrated how to apply crowdsourcing challenges as a new way to gather new ideas ([UNDP/Nesta renewable energy prize](#)). [[presentation](#)]
- **Marija Novkovic (UNDP Montenegro)**-explained how to change the way citizens and governments interact [[presentation](#)]
- **Aziza Umarova (UNDP Uzbekistan)**-explained how small interventions lead up to creation of a programme on social innovation for youth. [[presentation](#)]
- **Borko Vulikic (UNDP Montenegro)**-demonstrated the power of micro-narratives and sensors to realize the potentials of real-time monitoring [[presentation](#)]

*Social Innovation Labs- examples of different versions of institutionalizing innovation:*

- **George Hodge (UNDP Armenia)** - showed the power of a social innovation lab in Armenia (Kolba Labs). [[presentation](#)]



- **Yulia Shcherbinina (UNDP Ukraine)**-demonstrated how to engage local government (municipalities) into the concept of co-creation to deliver services for people in need. [[presentation](#)]
- **Arndt Husar (Global Centre for Public Service Excellence, Singapore)**-demonstrated how to resolve public service challenges via crowdsourcing and social innovation camps in Asia-Pacific [[presentation](#)]
- **Alessandro Fracassetti (UNDP FYR Macedonia)**-demonstrated the collaboration and partnership approaches to launch a Regional Social Innovation Lab [[presentation](#)]

*What can be done with many ideas in a **48-hours clinic** applying the innovation framework:*

- **Sherif El-Tokali (UNDP Egypt)**-exploring the impact of innovation lab (Spark Lab) models in Egypt and creating safe spaces for youth and women to co-work and innovate [[presentation](#)]
- **Dirk Wagener (UNDP Ethiopia)**-exploring how to innovate with citizen's perception and feedback mechanisms on public services provided by democratic institutions in Ethiopia [[presentation](#)]
- **Onesimus Muhwezi (UNDP Uganda)**- exploring how to mitigate disaster risk reduction during floods with new ideas and new technologies [[presentation](#)]
- **KAM Morshed (UNDP Bangladesh)**-exploring how to train and work collaboratively with government representatives who are appointed as innovation officers in Bangladesh.
- **Marija Novkovic & Snezana Marstijepovic (UNDP Montenegro)**- exploring how to better engage citizens in policy-making processes, such e-petitions, environmental monitoring and others [[presentation](#)]
- **Aziza Umarova (UNDP Uzbekistan)**-exploring how to embark on the social service innovation, addressing the issues of the elderly and better engaging civil society organizations [[presentation](#)].
- **Khatuna Sandroshvili (UNDP Georgia)**-exploring the ways to enhance citizen and government interactions to create policy actions and apply the use of empathy [[presentation](#)]
- **Jasmina Belcovska (UNDP Macedonia)**-exploring the youth challenges in Macedonia and how to address them via business incubators [[presentation](#)].
- **Yulia Shcherbinina (UNDP Ukraine)**-exploring how to take municipalities' challenges through the new lab model (The Coffee Bean Lab) in Vynnytsya, Ukraine [[presentation](#)]



- **Alexandru Oprunenco (UNDP Moldova)**-exploring how to treat TB in Moldova through behavioral science interventions [[presentation](#)]

*Committing to build an enabling environment for innovators:*

- **Liz Huckerby and Dafina Gercheva (Bureau of Management)** - spoke to what UNDP is doing and will continue to make improvements in, in human resources and management processes to introduce the flexibility and agility to meet today's demands. [[presentation](#)]
- **Magdy-Martinez Soliman (Bureau for Development Policy)** "connected the dots" to show how innovation can be fostered using a clear approach that includes first analyzing bottlenecks, scanning for potential existing solutions, trying them out with well designed prototypes and taking only the most effective of the experiments to scale.

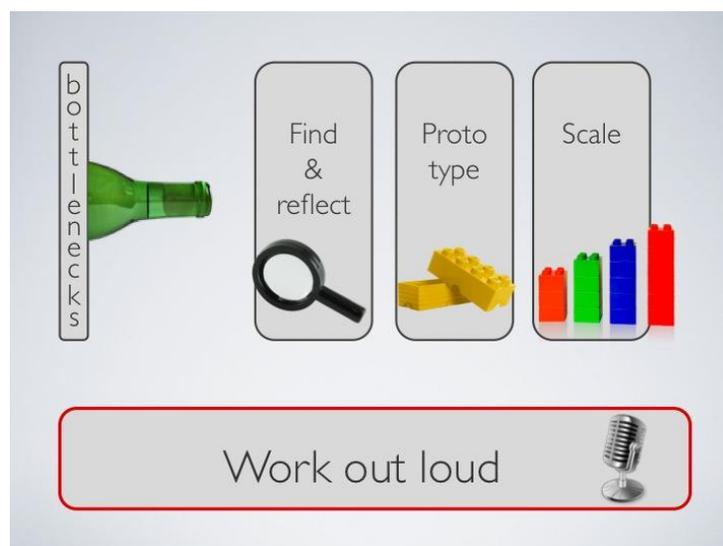
### Additional Information

For further information and access to ongoing post-event discussions, visit the event website:  
<https://www.unteamworks.org/inno2013>

Replay the twitter conversation of #inno2013  
<http://www.tweetarchivist.com/cc85546a/1>

[Event photos](#)

### The Innovation Framework





UNDP Montenegro Country Office is one of the 3 pilot COs for Knowledge and Innovation in the RBEC region this year. BRC support within this context significantly helped reinforce and strengthen in-house knowledge and interest in this area and I've had a good luck and a privilege to lead this work in our country office.

So in an effort to systematize our work to date on KIT and reach out to other colleagues who are doing similar work on a CO level, here's how we apply knowledge and innovation within our development work in Montenegro:

- 1. Community engagement-** how can new technologies , social media and latest advances in science and research increase citizens' influence on policy development, lead to more open formulation of policies, monitoring and feedback on service delivery and development priorities

**Examples of CO work:**

- We've launched innovation challenge for applying network theory to growing business clusters in the northern region by connecting them to those in more developed regions (blog about it [here](#) and some [early lessons learned](#) after we selected the winners).
- Facilitating citizen-led design of quick solutions (**prototypes**) to various issues they deem **important in their community**: crowdsourcing critical waste locations ([Facebook site](#) built as a result), addressing transparency in public sector employment decisions ([Google moderator](#) as a venue for airing), using Foursquare to mark dangerous routes for cyclists (ongoing).
- We use social media in real time during major events that CO is organizing in order **to give voice to those who are not in the room (citizens)**: [Montenegro's Rio+ preparatory meeting](#), [meeting of Regional Government Communication Officers](#), and [Open Government Partnership](#)
- **Inforgraphics** for: (i) engage citizens in testing out our energy efficiency-based formalization [program](#), (ii) turning thousands of pages for public consultations on Regional Parks into easily digestible form (ongoing); (iii) turning Integrated UN program into various inforgraphics for different audiences (citizens, donors)- ongoing and communicating [the results](#) of national anti-corruption policy; (iv) status of [gender violence in Montenegro](#).
- We're working on [visualizing central budget](#) and reflecting various correlations between expenditures and revenues in a way that will enable citizens better insight into financial planning of the State
- We are working with Agency for Environmental Protection and NGO partners on prototyping two different technologies **for real-time monitoring of air-quality and noise management**.
- [Open Ideas](#): crowdsourcing citizens' perception of local level problems, in order to build on a portfolio of issues that a hackathon can be organized on.

- 2. Service delivery-** how can new technologies , social media and latest advances in science and research improve delivery of public services either through more targeted information, incorporation of user-perspective in delivery (avoiding exclusion by design)

**Examples of CO work:**

- The CO established a [forum](#)/an intranet of a kind for local finance officers to discuss ongoing issues, trouble shoot and exchange ideas for a better service delivery
- **Foursquare for Development**: community led design of new tourism products and services, offered via geo-locations services. This prototype has been so successful that UNDP was invited to speak at the largest internet conference in the region (live streaming of the presentation



available [here](#)). UNDP Kyrgyz office is likely to pursue the same approach in starting their community-based tourism development program.

- The CO is exploring possibilities for using **crowdfunding**: (i) for raising funds for energy retrofits of cultural heritage in the Royal Capital of Cetinje, (ii) purchasing fire-fighting equipment for Sector for Emergencies; (iii) fund small scale disaster risk reduction projects on local level (using recently established [Citizinvestor](#))
- **Open government** – The CO is planning to host a social innovation camp, i.e. a hackathon to create new tools for [improving public service delivery](#), monitor public sector performance or address issues of corruption and lack of transparency.

**3. Leveraging best international knowledge for development-** how can new technologies , social media and latest advances in science and research help connect to and use best international expertise for solving Montenegro’s development problems

**Examples of CO work:**

- The CO has extensively used **blogging and tweeting** in an effort to: (i) engage with global leaders in various fields in order to leverage their expertise for Montenegro, (ii) raise profile of our work and our practitioners, (iii) conduct research
- The CO has started using **real-simple reporting** ([Beautiful Cetinje](#) project, [Protected area](#) projects)
- The CO is working with **national universities** where appropriate (real-time monitoring of air quality, protected area management, Open Government Partnership)
- KIT REGIONAL: Using prize-based challenges for sustainable development. In cooperation with NESTA and UNDP BiH CO, [a challenge designed to find a decentralized renewable energy solution](#) for 3,000 war returnee families with no access to energy.

**4. Skill development (internally and externally)-** building skills of our staff and our partners in order to make best use of new technologies and social media in above mentioned categories

**Examples of CO work:**

- Two colleagues from the Prime Minister’s office received a week’s long training with Knowledge and Innovation Team at the BRC
- This year alone, our staff will engage in some 10 months of detail assignments, and participated in webinars for the region on various topics the CO has engaged in
- Increasingly, colleagues are turning to blogging and tweeting about their work, which reinforces the ‘leveraging best expertise’ point from above and profile of our practitioners and UNDP work in the country
- KIT REGIONAL: Application of complexity theory to development- coordination [of 6 projects](#) running in parallel who will apply micro-narratives
- KIT REGIONAL: [Political risk management using new technologies and social media](#)
- KIT REGIONAL: Participating [in big data for operational effectiveness initiative](#)