

1

Analyse your portofolio

What major challenges is the government in this country struggling with?

How is UNDP helping them?

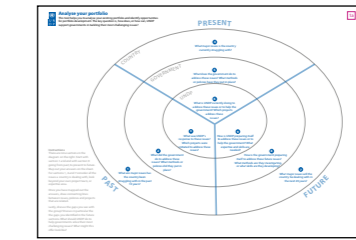
What major issues do you expect that the government will be dealing with in the next five years?

How is UNDP going to help them?

1 Analyse your portfolio

Identify opportunities for future work

Before initiating a new project you might consider how it fits within the current portfolio. But to stay relevant as an organisation, you may need to consider the future portfolio as well. How might UNDP best serve the government in tackling their most challenging issues? The **Analyse your portfolio** tool helps you assess your existing portfolio and identify opportunities for portfolio development.



1a Analyse your portfolio

2

Build empathy

What do you know about the people you work for?

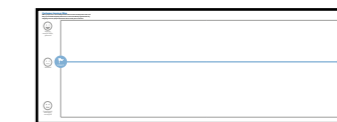
How do they experience the service you are trying to improve?

How much time have you spent with them to understand how they live?

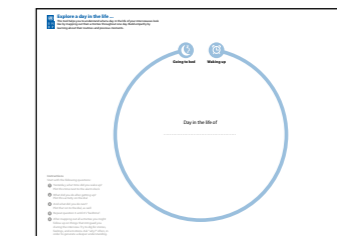
2 Build empathy

Learn about the people you work for

Learn how users experience your services by using the **Map your users' journey** tool. Alternatively, you may use **Explore a day in the life** tool to learn about the daily routines, or **Develop a persona** to capture your insights and develop profiles of the people you work for. For a more advanced level, you may consider using the **Map stakeholders** tool to map stakeholder networks and identify potential leverage points.



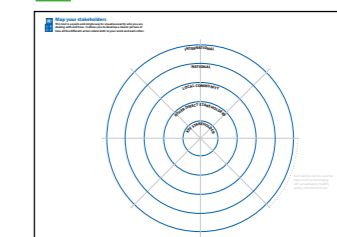
2a Map your users' journey



2b Explore a day in the life



2c Develop a persona



2d Map stakeholders

3

Scan your horizon

Is there someone else who has already solved the challenge you are working on?

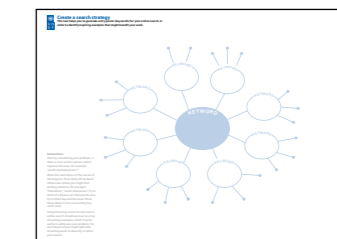
What other solutions are out there, that try to tackle a similar issue?

Which existing solution could you potentially re-purpose for your issue?

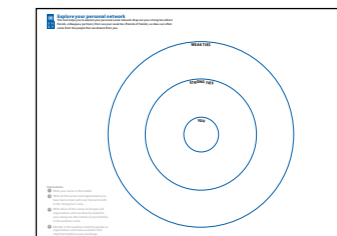
3 Scan your horizon

Find examples of who has already solved the problem

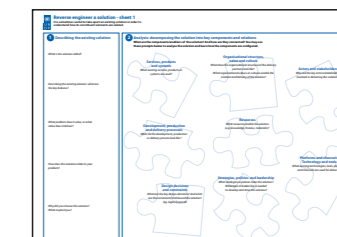
Often, a quick internet search gives you various examples of initiatives that have already solved your problem, or a part thereof. Devising a keen search strategy helps you to find these examples. The tool **Create a search Strategy** helps you generate the entry points (keywords) for your search. You can **Explore your personal network** to map out your weak ties. In addition to this tool you might use the **Reverse engineer a solution** tool to take apart an existing solution and learn how it's constituent elements are related. It helps you identify which elements can be replicated for your context.



3a Create a search strategy



3b Explore your personal network



3c Reverse engineer a solution

4

Challenge your assumptions

What are the underlying assumptions of your problem statement/project plan?

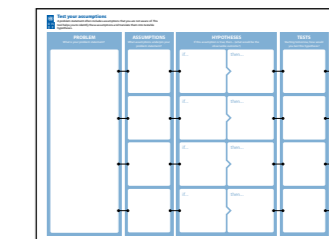
How can you tell for sure that you know what you know?

What if... your project plan is a series of hypotheses that need to be tested?

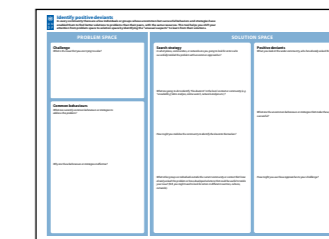
4 Challenge your assumptions

Translate your assumptions into a testable hypothesis

Before you start allocating vast amounts of time and resources on furthering your plan, it is important to be aware of your assumptions. The **Test your assumptions** tool helps you to identify your assumptions and translate them into a testable hypothesis. Alternatively, you might take a different perspective on your challenge by using the **Reframe the problem you are working on** tool.



4a Test your assumptions



4b Reframe the problem you are working on

5

Build prototypes

How does your solution look/work/feel?

Have you created a prototype that demonstrates your solution?

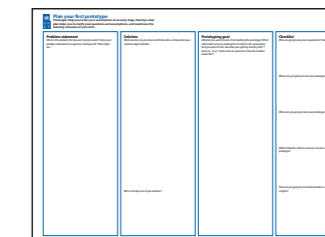
Have you evaluated this prototype with you target audience?

What do these evaluation results mean for you project?

5 Build prototypes

Materialise ideas to test them at an early stage, to learn fast and fail early

Having a clear Prototype Plan helps you to focus on specific assumptions you want to test or feedback you want to get on specific features of your solution. In order to do this the **Plan your first prototype** tool helps you quickly align your problem statement, solution, and prototyping goals.



5a Plan your first prototype

6

Running multiple parallel experiments

What approach are you currently using for your project?

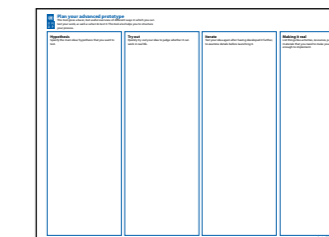
How can you tell that this is the most effective approach?

What other approaches have you tried?

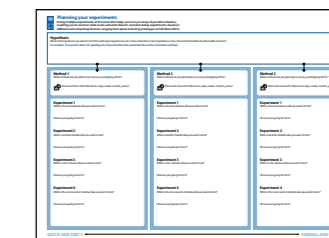
6 Running multiple parallel experiments

Find out what the best approach is

Doing multiple experiments at the same time helps you to try an array of possible solutions, enabling you to uncover what works and what doesn't. The **Plan your advanced prototype** and the **Plan your experiemnt portfolio** tools help you think about the different options, and devise a plan of developing and evaluating those options.



6a Plan your advanced prototype



6b Plan your experiment portfolio

7

Know when to pivot

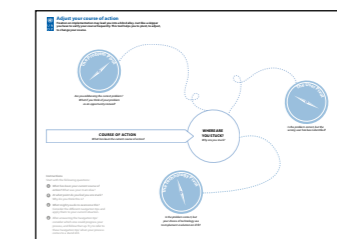
How can you tell that you're going in the right direction?

How can you tell that you are solving the right problem?

7 Know when to pivot

How can you tell that you're going in the right direction?

Fixation on implementation may lead you into a blind alley. Just like a skipper, you have to verify your course frequently. The **Adjust your course of action** tool helps you to evaluate where you are, and pivot, to change your course if necessary.



7a Adjust your course of action

8

Scale your solutions

How might you scale your solution?

How do you make sure that your project has system wide impact?

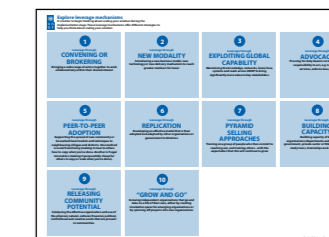
How do you develop wide spread solutions that take into account local needs?

8 Scale your solutions

Identify leverage mechanisms that generate impact on a larger scale

It is better to start thinking about scaling your solution during the implementation phase.

The **Explore leverage mechanisms** cards help you to think about different strategies to scale your solution.



8a Explore leverage mechanisms

9

Reflect on your process

**If you look back on your project,
what were the key moments/
decisions?**

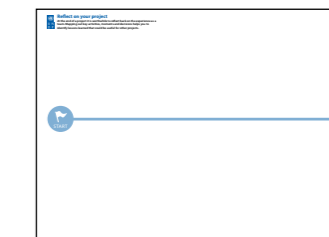
What are the most important lessons learned?

How can you transfer this knowledge to other projects?

9 Reflect on your process

Reflect on your decisions and extract lessons learned

At the end of a project, there is a natural moment to reflect back on the process, evaluate key decisions and extract lessons learned. The **Reflect on your project** tool supports such a reflective conversation. It is equally important to look forward as well, what are the opportunities you see for future projects? And what knowledge can be transferred to other activities?



9a Reflect on your project

10

Make your solutions sustainable

What happens after the project is over?

Who will be doing what, once you are not there?

How will you make sure that the change is system wide?

10 Make your solutions sustainable

Think of what needs to be done to embed your solution in the daily practice and spread it across the wider ecosystem

What if UNDP ceased to exist, what would your partner(s) do? Will they go back to their old routines? Or will they adopt and further develop your solution? The **Make your solution sustainable** tool prompts you to adapt, or adopt, in order to generate possible future scenarios that make your solution sustainable.



10 Make your solution sustainable