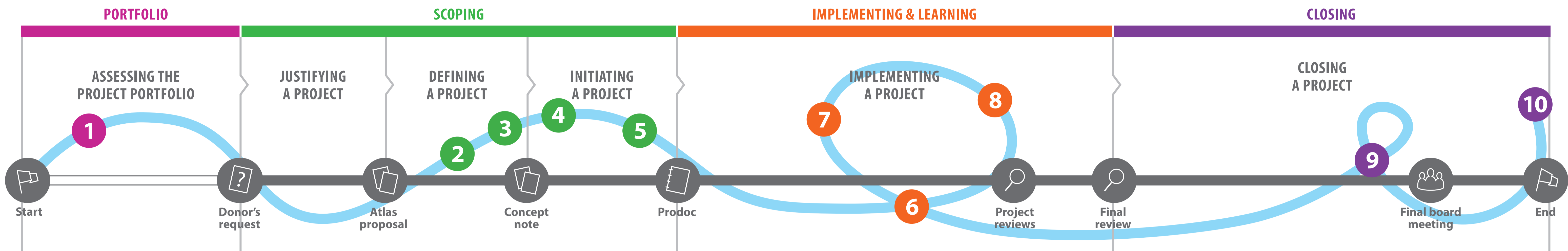
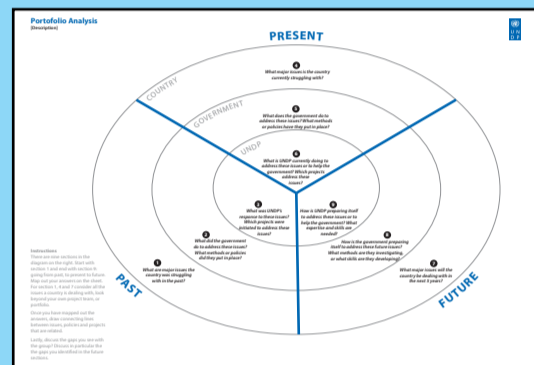


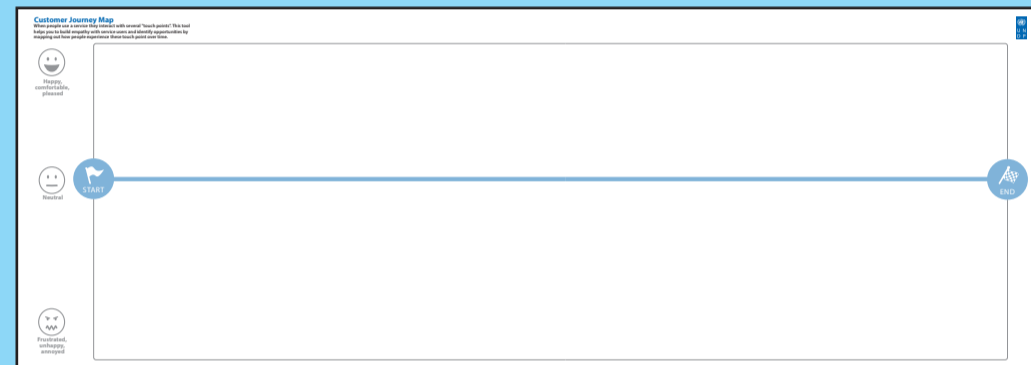
PROJECT NAVIGATION MAP: ENTRY POINTS FOR INNOVATION IN THE UNDP PROCESS CYCLE



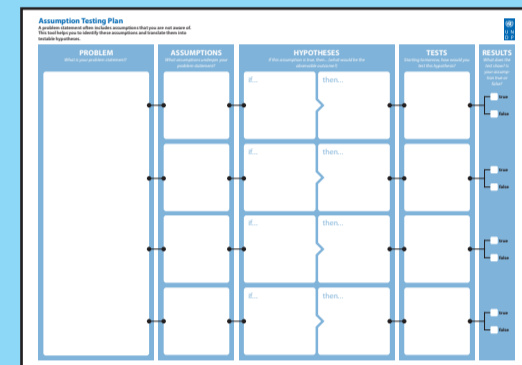
If you do just one thing...



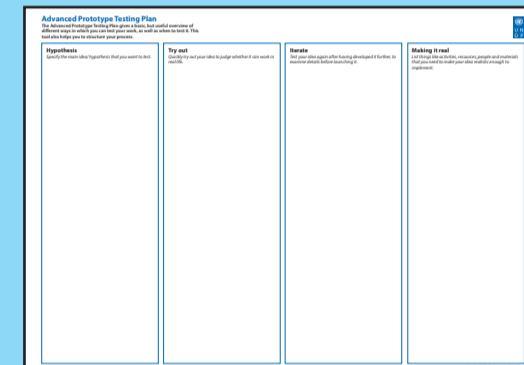
... use the Portfolio Analysis tool to identify opportunities for future work



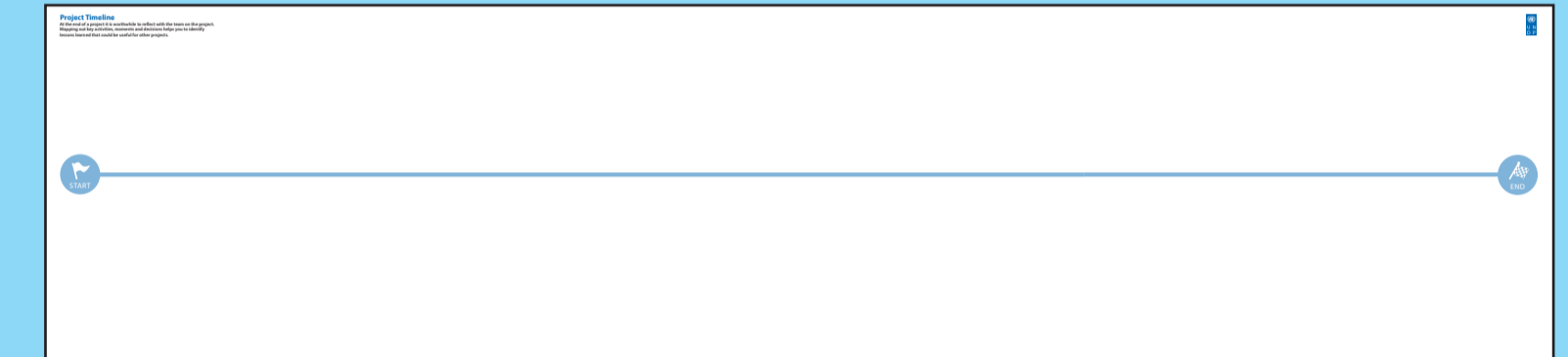
... map out the Customer Journey to build empathy, before defining the project.



... use the Assumption Testing tool before initiating a project to translate your assumptions into a testable hypothesis



... use the Advanced Prototype Testing Plan tool before investing large amounts of resources into implementing – possible the wrong – solution



... plot out the Project Timeline at the end of the project to reflect on decisions and extract lessons learned to feed into future projects.

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 serve governments best to tackle their most challenging issues? The **Portfolio Analysis** tool helps you to assess your existing portfolio and identify opportunities for portfolio development.

2 Build empathy

Learn about the people you work for
Learn how users experience your services by using the **Customer Journey Map**. Alternatively, you may use **Day in the life** to learn about the daily routines; **Persona** to capture your insights and develop profiles of the people you work for. For a more advanced level, you may consider using **Ecosystem Maps** to map stakeholder networks and identify potential leverage points.

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 **Search Strategy** helps you generate the entry points (keywords) for your search. You can use the **Personal Network** tool to map out year weak ties, and the **Positive Deviants** to discover these successful practices and strategies to learn from. In addition to this tool you might use the **Reverse Engineering** tool to take apart an existing solution and learn how its constituent elements are related. It helps you identify which elements can be replicated for your context.

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 **Assumption Testing Plan** helps you to identify your assumptions and translate them into a testable hypothesis. Alternatively you might take a different perspective on your challenge by reframing your problem definition with the **Reframing** tool.

5 Build prototypes

Materialise ideas to test them at an early stage, to learn fast and fail early
Having a clear Prototyping Plan helps you to focus on specific assumptions you want to test or feedback you want to get on specific features of your solution. The **Quick Prototyping Plan** helps you align your, problem statement, solution and prototyping goals.

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, and find out what works and what doesn't. The **Advanced Prototype Testing Plan** and the **RCT Planning** tool helps you think about the different options, a devise a plan of developing and evaluating those options.

7 Know when to pivot

How can you tell 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 **Evaluation Tool** helps you to see if you're still on track, and when it is better to pivot - change your course.

8 Scale your solutions

Identify leverage mechanism that generate impact on a larger scale
It is better to start thinking about scaling your solution while you are implementing. The **Leverage cards** help you to think about different strategies to scale your solution.

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 **Project Timeline** 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?

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 your partner(s) do? Will they go back to their old routines? Or will they adopt and further develop your solution? The **Adopt & Adapt** tool prompts you to generate possible future scenarios that makes your solution sustainable.