

## Project Document Revision Cover Page

**Project Title:** Accelerator Lab Network

**Project Number:** 00113436 (Atlas Number 00116178)

**Implementing Partner:** UNDP

**Start Date:** 29/01/2019      **End Date:** 31/12/2025

### Brief Description

*Briefly describe the revisions made to the project.*

Building on the maturity and established capabilities, the UNDP Accelerator Lab Network project is now evolving to construct a globally distributed, open R&D capability for the SDGs. This evolution will enable us to continuously renew UNDP's contribution to the future of development and to accelerate impact and scaling at the country, regional, and global levels. It also serves as a framework for future resource mobilization. The Network has begun its evolution and, by January 2024, will transition into an open and globally distributed R&D capability for the SDGs. This new evolution is not a re-branding or a re-profiling; the Accelerator Labs will remain focused on acceleration and action under Country Office leadership. A Research and Development orientation implies a greater emphasis on creating new value propositions, increased focus on cross-country value creation, and global scaling of the exploratory and experimental results of the labs. Please refer to the annexed documentation available for detailed insights into these proposed changes.

The project revisions contain:

1. Cover Page with Project extension to 31/12/2025 and update of resources required
2. Annex 1: From a shot of steroids to continuous renewal: the next evolution of the UNDP Accelerator Labs (shared with the LAB of Labs, Project Board 3/2023)
3. Annex 2: Revised Accelerator Lab Network project results framework. Documentation of changes is provided in the annex.
4. Annex 3. Work plan and budget for 2024-2025 extension

#### Contributing Outcome (UNDAF/CPD, RPD or GPD):

Outcome 1: Structural Transformation (Innovation Capabilities (Tier 2) Development Outputs: Strategic Enabler 2 Innovation capabilities built, and approaches adopted to expand policy options at global, regional, national and sub-national levels

#### Indicative Output(s) with gender marker<sup>2</sup>:

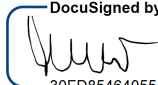
Output 1: GEN1. Output 2: GEN1. Output 3: GEN1

<b>Total resources required 2024-2025:<sup>1</sup></b>	\$64,000,000 (including 8% GMS)	
<b>Total resources allocated:</b>	<b>UNDP:</b>	\$11,000,000
	<b>Donor:</b>	\$21,500,000
	<b>Government:</b>	0
	<b>In-Kind:</b>	0
<b>Unfunded:</b>	\$31,500,000 (in pipeline)	

Agreed by (signatures):

<b>UNDP</b>
Print Name: Michele Candotti Chief of Staff and Director Executive Office of the Administrator
Date: 22-Dec-2023

DocuSigned by:

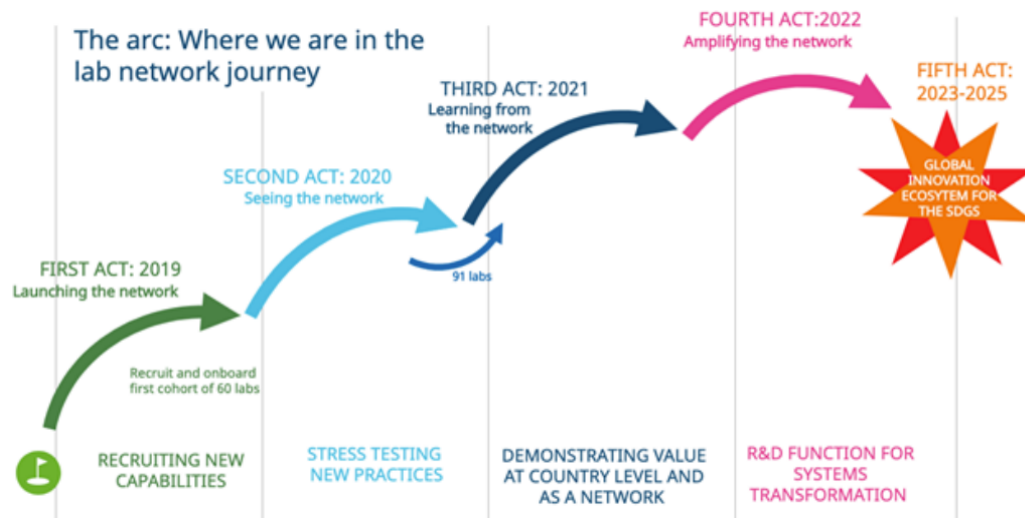


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## **Annex 1 Cover Page: The next evolution of the UNDP Accelerator Labs**

## **From a Shot of Steroids to Continuous Renewal:** The next evolution of the UNDP Accelerator Labs

***Quick Summary:** In the next evolution, we'll build on the capabilities that we've established via UNDP Accelerator Labs and turn this into a **globally distributed, open R&D capability for the SDGs**. This will allow us to continuously renew UNDP's contribution to the future of development and accelerate impact and scaling at country, regional and global level. It also serves as a frame for future resource mobilization.*



When the Accelerator Labs started in 2019, the goal was to build a lab network at scale. The metaphor used by the Administrator at the outset was the labs were “a shot of steroids” to give UNDP the capability to reimagine development for the 21<sup>st</sup> century. UNDP’s lab network is now at critical mass, creating value in 115 countries, earning media coverage, serving as a magnet for partnerships, learning from the edge, and now integral to the achievement of UNDP’s Strategic Plan, in particular the three enablers.

This paper picks up from the results of the [2021 mid-term evaluation of the Accelerator Labs](#). The evaluators highlighted the value add of the new ways of working and advised UNDP to “*explore how to establish the Labs as a permanent R&D function within UNDP’s country Offices around the world to ensure continuous exploration and experimentation related to evolving sustainable development challenges.*”

Since the evaluation, we’ve reflected on the R&D practices we have seen across the network, discussed initial ideas with the labs during regional retreats, consulted with senior leadership, regional innovation advisors and other strategic partners.

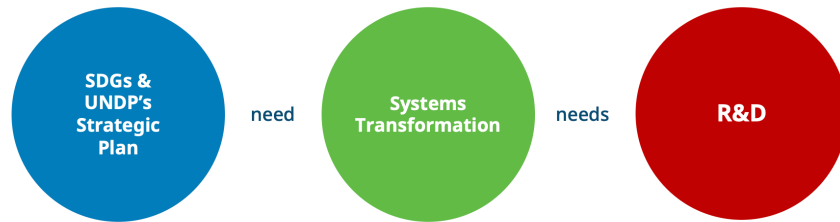
In this paper we feedback what we have learned and present what’s next: what does the next evolution of the labs – the R&D function – look like and how will it benefit Country Offices and UNDP as a whole.

#### What is R&D?

R&D (Research and Development) refers to early-stage innovations and socialized learning to close the gap between current results and bigger aspirations, as well as a proven approach to navigate uncharted territory. The end game of R&D for UNDP is not one solution but rather a set of interventions for systemic change.

# The why: the need for R&D

*The 'new uncertainty complex' brings more questions than answers. That's why we need continuous renewal through exploration and experimentation. R&D is a necessary function for UNDP in order to accelerate impact and learning at the local, regional and global level.*



The 2021-22 UNDP Human Development Report talks about the *new uncertainty complex*: uncharted waters due to the climate crisis, sweeping societal transformations on par with the Industrial Revolution and the increasing polarization of societies.

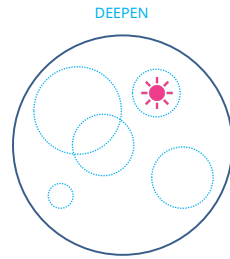
We see this in the countries we work in: In Zimbabwe large swarms of quelea birds threaten food security in the wider region of Southern Africa. In Fiji and Samoa (and other SIDS) we see communities are preparing themselves to migrate to safer areas because of rising sea levels, leaving behind their land, history and often their cultural heritage.

These and other emerging challenges raise new questions. How do we transform energy systems towards renewables while also ensuring an end to energy poverty? How do we ensure fair elections in an age where information integrity threatens democratic processes? What does an end to multi-dimensional poverty look like given global recessionary pressures? The truth is, we don't fully know.

This is where R&D comes in. We need R&D for continuous renewal in the face of emerging challenges. It is how we build on exploration, experimentation and learning from grassroots solutions to create new value positions for UNDP. Learning from the women and men whom we serve is no longer a luxury, it's essential to fulfill our mandate and role.

## Exploring new positions for UNDP

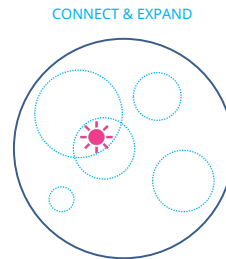
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### Inside our current scope of work and expertise

Deepen our knowledge within existing categories by exploring new perspectives, inputs, data.

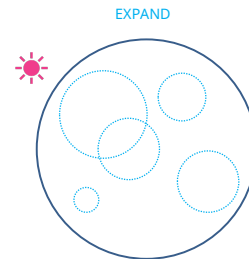
DIY Energy



### Inside our current scope of work, in between expertise areas

Connect and expand our knowledge where expertise overlaps, but where there is no collaboration of co-learning happening yet.

Informality + Digital



### Outside our current scope of work

Expand our knowledge by identifying new categories, where we don't hold any expertise.

Misinformation

UNDP Accelerator Labs ■■■■■■

Emerging challenges may fall within current programmes, but where we need to deepen our knowledge in the face of evolving change. Or they may sit at the intersection of our strategic enablers where we need to bridge them. Or they may fall outside the current scope of our work. An R&D focus means building on the new ways of working modelled by the Accelerator Labs to identify the new frontier challenges in development, understand their dynamics, learn where the opportunities are and how to activate them to shift complex systems.

In brief, to accelerate impact on the SDGs and UNDP's Strategic Plan 2022-2025 we need to strengthen our capacity to transform systems, and in order build inroads for systems change we need Research and Development. Research and Development will be a more deliberate focus on new value propositions at the local, regional and global level.

### The way forward needs to build on traction inside and outside UNDP:

**Inside UNDP:** Building on traction thus far, an R&D focus means we try out new things as a matter of routine, experiment with what might work, learn the possibilities of continuous exploration and renewal, and convert this into new practical action. The UNDP Accelerator Labs serve as CO-based R&D teams to create new value propositions for UNDP. The next evolution needs to take a more deliberate look at how to trigger learning to take new value propositions to scale from CO to CO and across UNDP's regional and global offers.

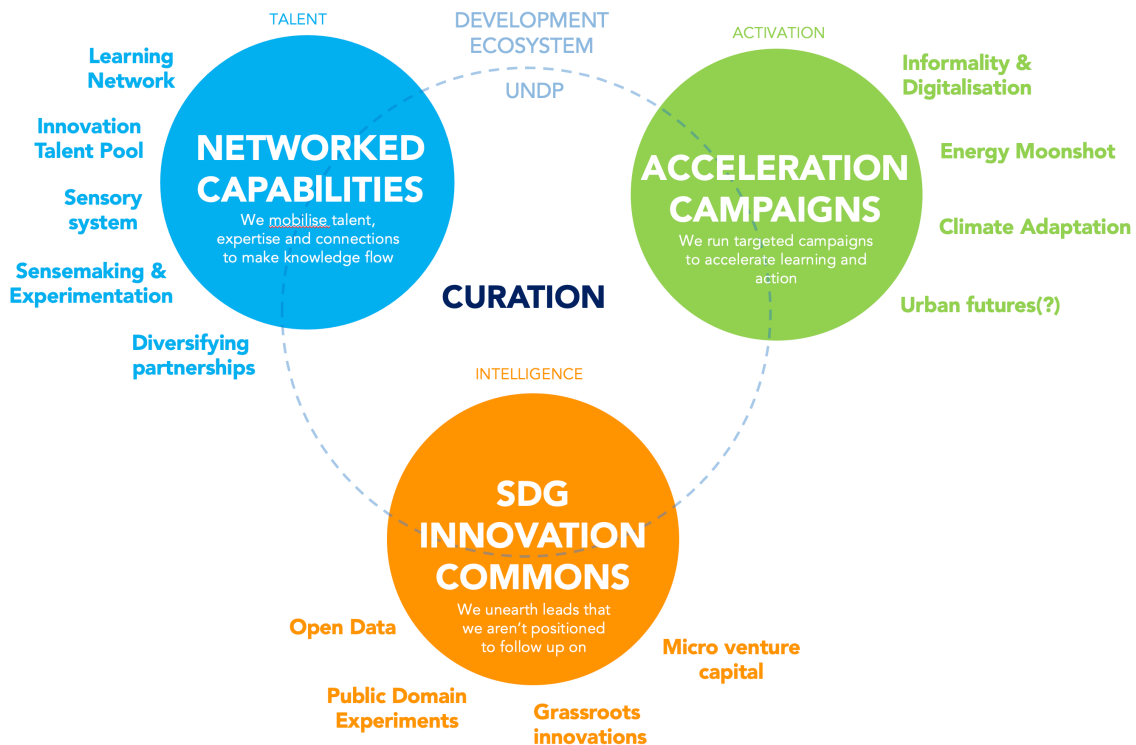
### Outside UNDP:

The Labs convene new partners that join up innovation ecosystems. In order to scale, UNDP needs to double down on working through **R & D ecosystems** for international development. To drive learning on what works and what doesn't in sustainable development, we need to keep evolving the way we open up our data and insights to facilitate financial, academic and other partnerships that enable innovation diffusion for systems transformation.

# The what: what a global R&D capability looks like

*We'll build on the momentum of the UNDP Accelerator Labs by focusing on three pillars: Capabilities, Campaigns and the Commons to help UNDP establish a globally distributed & open R&D function for the SDGs.*

The “fifth act” of the Accelerator Lab Network is the natural evolution based on the maturity and traction of what we have built so far (See page 2.) It will help provide concrete answers to how learning from Accelerator Labs connects with regional strategies and global offers as per UNDP’s Strategic Plan 2022-2025. What will it look like?



In order to amplify what we already have, we'll curate and activate talent, connections, and intelligence by reinforcing and initiating three building blocks: networked **Capabilities**, acceleration **Campaigns** and SDG Innovation **Commons** – (the three C's.) These building blocks interact with each other. Knowledge will flow between them, supporting the work of the teams across UNDP and externally with the UN and the broader development ecosystem.

## **Networked Capabilities: We will sustain the talent, expertise and connections to make knowledge flow across internal networks and external ecosystems.**

Within Country Offices, Accelerator Labs currently fill many functions. They **equip** UNDP with a wider range of capabilities to make inroads towards systems transformation. They **build upon** CO capability to implement UNDP's global digital strategy, advance global digital public goods, assist governments in determining digital readiness and earn UNDP a place in digital ecosystems. Most labs **track signals** of change, convene stakeholders to imagine and plan for alternative futures. They also **test** out new methods of advancing UNDP's signature solutions and open up CPD processes.

Moving forward, in the next evolution we will build on this track record to learn from labs and COs that **open the door** for new partners including the private sector, fintech and social impact entrepreneurship, necessary steps if UNDP is to make the move from funding to financing. We will also learn from COs that have **coordinated, facilitated** and **prompted** portfolio sensemaking and activation. The drive for scale will increase ways to work with the GPN and learn from teams who have **created new niches** beyond UNDP's signature solutions when it comes to urban systems, as well as informal, circular, and blue economies among others emerging UNDP value propositions.

## **Acceleration Campaigns: We will run targeted campaigns to accelerate learning and action on emerging and pressing development challenges.**

To channel the decentralized capabilities of the Accelerator Labs into cross-country value, the lab network will run voluntary, targeted campaigns to speed up learning and action. We've tested this out with good results through the [People-powered energy campaign](#) together with the Sustainable Energy Hub and through learning devoted to [digitization in the informal economy](#), together with the Inclusive Growth team at BPPS. With the transition towards Open R&D, these campaigns will be more frequent to respond to top drawer priorities for UNDP and partners while creating options for new value and revenue in COs.

## **SDG Innovation Commons: We will build a pool of open data, public domain experiments, grassroots innovations and connect to capital to take exploratory work to scale.**

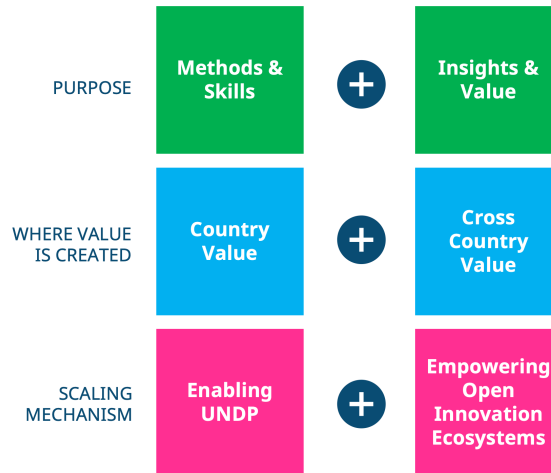
Through the course of Accelerator Lab activities, we often unearth leads for action by other partners. While we are learning about the systems dynamics of grassroots innovations, there are often potentially viable business models in the solutions we map. As we prioritize speed over rigor in our experiments, we often reveal potential research agendas for academic partners. Exploratory data work leads to scaling opportunities through source code and other means. So match-making is needed! The SDG Innovation Commons will be the place where these leads are shared and acted upon across the UN and beyond. It will enable partnerships as the main avenue for scale.



## The how: What will this shift look like?

*The next evolution will evolve the purpose, scope, scaling mechanisms of each lab and the way the global Accelerator Lab network works. Four principles will guide this transition, building on what we have learned so far.*

Building on what we have, there are certain aspects we'll need to amplify. The following evolutions need to happen to evolve the labs as the CO capability for a globally distributed and open R&D function.



### Three Evolutions

**PURPOSE:** Accelerator labs bring in new methods and skills to UNDP's development work. The next evolution will zoom in on the insights that we gain and the value that is created from new ways of working. If an Accelerator Lab runs an experiment to digitize a community savings bank, we will shift our story telling and learning approach to emphasize the impact that this innovation creates for women's income and the new niche for UNDP de-risking private sector scaling through experimentation. ***This evolution will allow COs to access practical knowledge from across UNDP on designing interventions.***

**WHERE VALUE IS CREATED:** Building on value creation in each country, we will devote efforts to taking that to scale for other COs looking for programme ideas. What will change? When an experiment, exploration or innovation holds promise for multiple countries, this evolution means devoting time and energy to helping that practice go to scale. This will help other COs pick up from where one CO-based Accelerator Lab left off, accelerating not only the learning but also the programmatic actions that follow. ***This shift will create practical inputs for COs to use in programme development and resource mobilization.***

**SCALING MECHANISM:** In addition to creating an enabling environment for UNDP to adopt new ways of working and value propositions, the Accelerator Labs will evolve to open data and access to serve as a place to connect with finance, research, and other partnerships. ***This will help UNDP COs leverage the labs to move towards going to scale with new partners.***

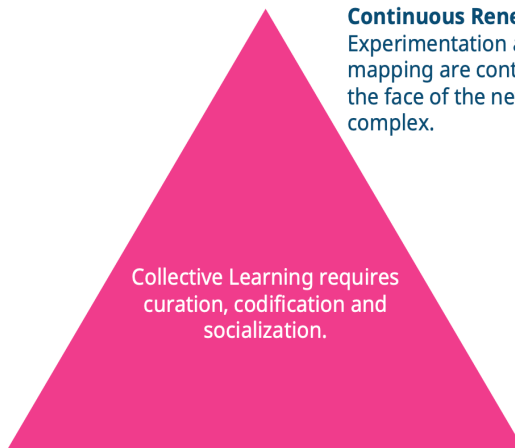
## Core Principles

Moving forward, CO leadership will remain paramount. We'll need to balance two demands: on the one hand, each CO needs to be able to respond to emerging demand from governments and continue to create new value propositions. And to evolve our offer and generate revenue as a learning network, regional and global teams need to codify and amplify country value propositions.

### Three core principles

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**Connected Critical Mass** As a decentralized organization, UNDP needs to create new value propositions locally and to share these globally.



**Continuous Renewal:** Exploration, Experimentation and Solutions mapping are continuous functions in the face of the new uncertainty complex.

**Capability and mandate:** These functions require teams with mandates in Country Offices. One person is not a lab.

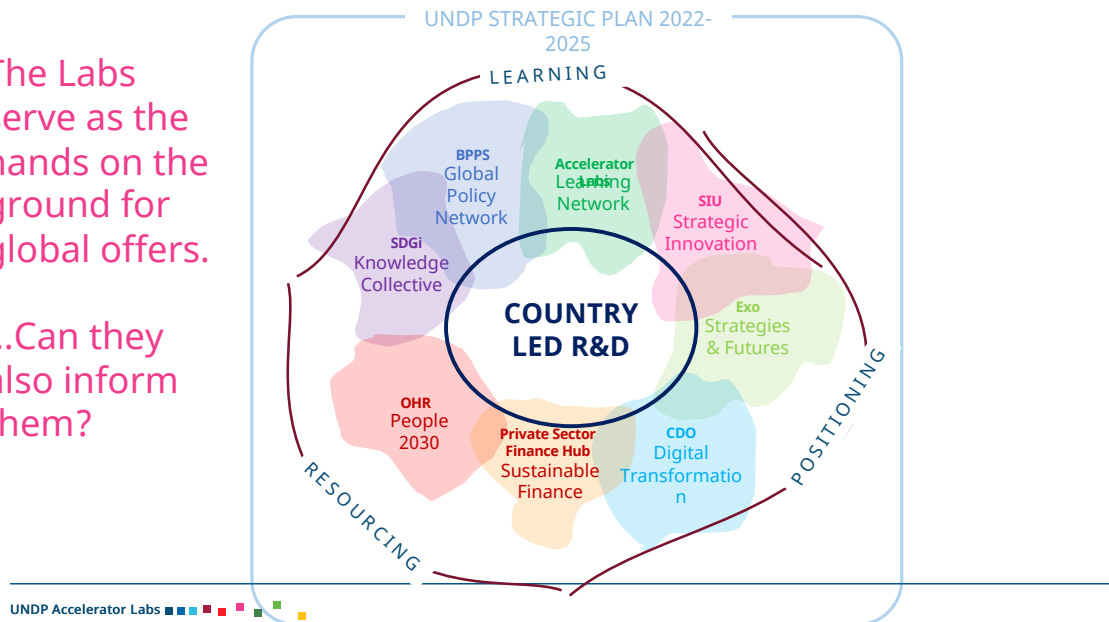
1. **Exploration, solutions mapping and experimentation are necessary to evolve UNDP's sustainable development practice in the face of continued uncertainty.** A future-proof UNDP needs to protect and fund a mandate to explore areas of work beyond the organization's current focus. While COs maintain discretion on hiring, management and focus, the standardized Lab roles create the basis for an evolving practice able to create new value in the current and future environments.
2. **Capability and mandate for innovation functions require teams in Country Offices.** The last few years have demonstrated that these functions are neither temporary nor adequate when outsourced. With a highly visible investment at this scale, returning to innovation consultancies managed by focal points is not a prudent option. It will not result in organizational renewal via new value propositions to respond to evolving uncertainty and external demand.
3. **UNDP's R&D function requires critical mass.** Since the most actionable learning occurs closest to the problem, decentralization is a non-negotiable in UNDP in its R&D function. For a robust R&D function, UNDP requires a critical mass of CO-based labs who are testing out new positions to create value and sharing it publicly.
4. **Creating collective knowledge requires curation, codification and socialization of field-based practice.** Cross-country capabilities are needed to curate and codify the results of CO-driven R&D in order to transform insights into value propositions that have a chance of translating across 170 countries.

## The where: where does this R&D capability sit within UNDP?

*The Accelerator Labs serve as hands on the ground for the Strategic Plan Enablers.*

The Labs serve as the hands on the ground for global offers.

...Can they also inform them?



UNDP now has an emerging infrastructure for R&D capability for the SDGs:

- A **GPN** that is positioned as the engine for thought leadership, UNDP's programmatic work and a vital delivery mechanism of UNDP's integration function
- A **CDO and Digital Strategy** that has taken UNDP from a phase of having dispersed digital capability in 2019 to growing bureau and Country Office based capabilities in support of UNDP's signature solutions. UNDP also hosts the *Digital Public Good Alliance*.
- A **Private Sector Finance Hub** that has evolved into a programmatic offer on a trillion-dollar scale
- A **Strategic Innovation Unit** that supports COs to reposition themselves towards new value propositions to bring a continuous supply of new policy options to its government partners
- An evolving **Future Trends and Signals system** to explore emerging issues in global development
- An organizational **Knowledge Collective** that aims to create a system of knowledge and a culture to advance progress towards UNDP's signature solutions.
- These efforts are underpinned by a human resource strategy, **People 2030**, including a competency framework that now includes skills needed to catch up with the pace of change.

The evolution towards Open R&D will explore ways to amplify CO-based learning to support and connect the enablers of the Strategic Plan (Digital Transformation, Strategic Innovation and Sustainable Finance.)

## **Annex 2 Cover Page – Results Framework 2024-2025**

**ANNEX 2****MULTI-COUNTRY RESULTS FRAMEWORK<sup>1</sup>****Intended Outcome as stated in the UNDP Strategic Plan:****Outcome 1: Structural Transformation (Innovation Capabilities, Tier 2)****Outcome indicators as stated in the UNDP Strategic Plan:****Strategic Innovation E.2.2** Number of innovative solutions adopted by programme partners, which expanded policy and development options (Tier 2)Organizational Enabler Result 1.3 Cutting-edge **strategic innovations** and **digital solutions** cultivated for policy and programming (Tier 3)**Applicable Output(s) from the UNDP Strategic Plan: Innovation Capabilities E.1 Innovation capabilities built, and approaches adopted** to expand policy options at global, regional, national and sub-national levels**Project title and Project Number: Accelerator Lab Network (Quantum Project Number: 00113436)**

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>[1]</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	
	1.1 Percentage of data sources produced by Accelerator Labs that are new	Action plan, data.	50%	2022	50% of data sources are new	50% of data sources are new	Data will be collected using an Action Plan tracker built by the Accelerator Lab Network Global team. The tracker collects information on the methods the labs use and include a section on data. As of early 2020, the tracker is a survey. It will be progressively integrated to a broader skills and methods platform. These data will be complemented by any new data partnership document, or similar documents attesting the access to new data.

<sup>1</sup> Multiple countries/IPs can contribute to the same output and can share the same indicators. UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<b>Output 1:</b> Accelerator Lab Network increased capabilities and ways of working providing new insights and value for sustainable development	1.2 Diversity of data sources used	Action plan, data partnership documentation.	10	2022	Total of 14 different type of data sources used per Lab	Total of 14 different type of data sources used per Lab	Diversity of data sources will be coded according to the existing data source taxonomy and new tags introduced in the Action Plans based on input received from Accelerator Labs. Cumulative over time.
	1.3 Percentage of solutions mapped which are publicly available.	Solutions mapping platform.	31%	2022	50% of solutions are publicly available	60% of solutions are publicly available	Publicly available in the Solutions Mapping Platform and other relevant platforms where UNDP Accelerator Labs store and published mapped local solutions.
	1.4 Percentage of Experiments which go to scale.	Experimentation Platform	30%	2023	30% of experiments go to scale	40% of experiments go to scale	Data collected through the Experimenter's Platform using a self-established framework based on previous experience from the Labs. Experiments can go to scale in the following ways: Policy Influence, growing in Numbers, adoption of ways of working, partnerships and resource mobilization
	1.5 Percentage of Signals in the UNDP Future Trends and Signals System that were scanned by Accelerator Lab Members	Future Trend and Signals System	8%	2022	15% of total signals scanned by Accelerator Lab Members	15% of total signals scanned by Accelerator Lab Members	Data obtained through the Future Trends and Signals System. Percentage of the total contributions that come from the Accelerator Lab Network
	1.6 Insights or learning the Accelerator Lab Network shares publicly per year	UNDP Accelerator Lab Website and Blog Tracker	360	2022	360 publications in the Network	300 publications in the Network	Number of publications that the Accelerator Lab Network shares with a public audience (outside of UNDP) Publication types include: local blogs, multi-country blogs, global blogs, knowledge reports, newsletter, podcast, social-media threads, op-ed, coverage of a live event (YouTube recording) as

							long as the content is available and in the open.
<b>Output 2:</b> Sustainable development insights and value (as part of products of R&D) will be scaled regionally and globally as part of UNDP's programme.	2.1 Proportion of patterns codified as insights at a global and regional level	Global team	10%	2022	20% of patterns are codified as insights at a global level	30% of patterns are codified as insights at a global level	Cumulative  Patterns are activities that emerge in similar ways through Lab practice in several different countries. They point to interest for the same phenomenon beyond the local context. A pattern requires either breadth (over 10 labs) or depth (evidence of scaling).  Insights are new knowledge on a sustainable development issue that is actionable through programs, investment, coordination on the ground.
	2.2 Proportion of patterns turned into value propositions at a global and regional level	Global Team	10%	2022	20% of patterns turned into value propositions at a global level	30% of patterns are codified as insights at a global level	Cumulative. Value propositions outline an emerging opportunity for sustainable development unearthed from country level practice. It normally takes the form of an emerging programme niche, seen as having the potential to pursue the Sustainable Development Goals more broadly, effectively or efficiently. The journey from pattern to value proposition is one way the UNDP Accelerator Labs conceptualizes its R&D cycle.
	3.1 Size and density of the network effects among the Accelerator Labs	Teams, WhatsApp.	48	2018	The lab interacts at least once a month with another lab in the network. 48 interaction per year	The lab interacts at least once a month with another lab in the network. 48 interaction per year	Data will be collected using the Microsoft Graph API (for Teams) and by regularly downloading conversations from the different WhatsApp channels used by the network. Analysis will be conducted using advanced network science methodologies.

<p><b>Output 3: The global learning network supports and SDG innovation commons driving public domain experimentation, inquiry and investments to unleash action on sustainable development.</b></p>	<p>3.2 Engagement of the broader Development ecosystem with published learnings from the Accelerator Lab Network.</p>	<p>Google Analytics, Twitter/X, Medium and LinkedIn engagement metrics.</p>	<p>15,300 X followers 32,400 LinkedIn followers 7,500 Instagram followers  700,000+ impressions yearly on all social media activity.  2,000 views per month for blogs.</p>	<p>2023</p>	<p>7% increase Twitter/X, LinkedIn, Instagram and YouTube followers and newsletter subscribers.  +700,000 impressions yearly on all social media activity  2,000 views per month on the main website for blogs and other meaningful publications.  Experiment one new (digital) media format for storytelling and/or thought leadership</p>	<p>5%increase Twitter/Instagram, LinkedIn and YouTube followers and newsletter subscribers.  +700,000 impressions yearly on all social media activity  2,000 views per month on the main website for blogs meaningful publications.  Experiment one new (digital) media format for storytelling and/or thought leadership.</p>	<p>This indicator is mostly constant. Only the rate of increase in number of followers is expected to diminish over the two years. Data will be collected using Google Analytics trackers on the different blogs published by the labs. Additional data will come from Twitter/X analytics (likes and retweets), and from Medium analytics and engagement metrics.</p>
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	3.3 Number of the Accelerator Lab learning challenges addressed in partnership with UN, private sector, CSOs. Local government and Academia	Action Plans and CRM.	a) 69 United Nations entities b) 84 Private sector c) 102 Civil Society Organizations (CSOs) d) 117 Local Government e)79 Academia	2022	Number and Diversity of collaborative partnerships with a) 50 United Nations entities b) 100 Private sector c) 100 Civil Society Organizations (CSOs) d) 150 Local Government e) 40 Academia	Number and Diversity of Collaborative Partnerships with a) 50 United Nations entities b) 100 Private sector c) 100 Civil Society Organizations (CSOs) d) 150 Local Government e) 40 Academia	Indicator is part of IRRF Tier 3 reporting
	3.4 Number of openly available data sets produced by the Accelerator Lab Network	Accelerator Lab Reporting	5	2022	90 open data sets or openly available	180 open data sets or openly available	Cumulative. Openly available: Data published by the Accelerator Lab Network which follow the <a href="#">FAIR Guidelines</a> . (Findable, Accessible, Interoperable and Reusable) This includes data stored in the UNDP Datawarehouse

## Summary of Changes

### 1. Output 1

- a. Name of the output has been updated to reflect the emphasis of new capabilities and skills brought by the Lab Network are resulting in new insights and value propositions for UNDP
- b. Indicator 1.1 from the previous Results Framework “Number of data sources used per learning challenge” was modified considering that we want to focus on the diversity of data sources used by the labs and not a total number of data sources. The indicator now considers the % of data sources used by the Accelerator Labs which are primary data sources.
- c. Indicator 1.2 “Diversity of type data sources used per Lab” stays the same.
- d. Indicator 1.3 “Number of sustainable development solutions” was modified to reflect solutions which are publicly available.
- e. Previous Indicator 1.4 “Variety of innovation methods used to test and iterate over the different hypotheses” was deleted as now the focus is on insights being shared.
- f. New Indicator: Percentage of experiments which go to scale aims to measure the amount and the way experiments led by the Accelerator Labs reach scale.
- g. Previous Indicator 2.1 “Learning the Accelerator Lab Network shares with a public audience (outside of UNDP)” is now part of Output 1 to focus on insights shared through all type publications by the Accelerator Lab Network.

### 2. Output 2

- a. Output wording has been updated to reflect the global and regional focus of value creation of the labs moving forward.
- b. Previous Indicator 2.1 is now part of output 1.
- c. Previous indicators 2.2, 2.3, 2.4 and evolved into three new indicators to reflect the dissemination of the Labs insights and learnings:
- d. New indicator “Patterns to Insights” aiming to measure the proportion of patterns at a global level that get codified.
- e. New indicator “Patterns to Value Propositions” aiming to measure the proportion of patterns at a global level that turn into value propositions at a global or regional level.

### 3. Output 3

- a. Output has been updated to reflect the evolution from Network of Labs to a focus on empowering open innovation ecosystems.
- b. Indicator 3.1 stays the same “Size and density of the network effects among the Accelerator Labs “
- c. Indicator 3.3 stays the same “Engagement with the broader development ecosystem”
- d. New Indicator: Number of Partnerships. This indicator was measured in the past but was not part of the global results framework.
- e. Previous Indicators 3.2, and 3.4 were modified to now reflect the openness of the data produced by the Accelerator Lab Network:
- f. New Indicator 3.4: Number of Accelerator Lab Network content and data which is openly available

## **Annex 3 Cover Page: Work plan 2024-2025 including updated list of Accelerator Labs**

**ANNEX 2: MULTI-YEAR WORK PLAN BY PARTNER COUNTRY 2024-2025**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET By Year		Responsible Party	Planned Budget	
		2024	2025		Funding Source	Amount
<b>Output 1:</b> Accelerator Lab Network increased capabilities and ways of working provide new insights and value for sustainable  <i>Gender marker: GEN1</i>	1.1 Activity [Global] Codification of practice and design of R&D campaigns	200,000	200,000	UNDP	Donor	
	1.2 Activity [Global/Regional] Delivery of codification fests & R&D niche events	250,000	250,000	UNDP, Nesta, Honey Bee Network	Donor	
	MONITORING	25,000	25,000	UNDP		
	<b>Subtotal for Output 1</b>					
<b>Output 2:</b> Sustainable development insights and value (as part of products of R&D) will be scaled regionally and globally as part of UNDP's programme.  <i>Gender marker: GEN1</i>	2.1 Activity [Country] Communications and Local Engagement	150,000	150,000	UNDP	Donor	
	2.2 Activity [Country] Lab experiment and exploration portfolio	6,120,000	6,120,000	UNDP Country Offices	Donor	
	2.3 Activity [Country] Country Lab teams/management <sup>1</sup>	18,943,658	18,302,030	UNDP Country Offices	UNDP and Donor	
	2.5 Activity [Global/Regional] Acceleration & Scaling Campaigns		175,000	UNDP	Donor	
	MONITORING	25,000	25,000	UNDP	Donor	
	<b>Sub-Total for Output 2</b>					

<sup>1</sup> Costs of this activity to be updated once lab expansion countries are finalized.

<b>Output 3:</b> A global learning network supports and SDG innovation commons driving public domain experimentation, inquiry and investments to unleash action on sustainable development.  <i>Gender marker: GEN1</i>	3.1 Activity [Global] Global Network Support Team Staff	2,503,000	2,629,400	UNDP	UNDP and Donor	
	3.2 Activity [Global] Learning and Monitoring Missions	185,000	164,986	UNDP	Donor	
	3.3 Activity [Global] Curation and production tools to capture, codify and spread of insights and knowledge	914,000	1,267,000	UNDP	UNDP Donor	
	3.4 [Global] Testing SDG Innovation Commons database, scaling mechanisms and IP practice architecture	700,000	700,000	UNDP	Donor	
	MONITORING AND EVALUATION	25,000	25,000	UNDP	Donor	
	<b>Sub-Total for Output 3</b>					
<b>General Management Support</b>						<b>3,925,926</b>
<b>TOTAL</b>						<b>64,000,000</b>