

Formative Evaluation of the UNFPA Innovation Initiative

Annexes

June 2017



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Annex 1 Terms of Reference

See the following link: <http://www.unfpa.org/evaluation>

Annex 2 List of stakeholders consulted

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Other UN Agencies consulted

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Annex 3 List of documents consulted

UNFPA-related documents

UNFPA Strategic Plan, 2014-2017

UNFPA Innovation Concept Paper: Innovation and Creativity Corporate Project Proposal: Nurturing Innovation at UNFPA, September 2014

UNFPA Concept Note for Centrally-Led Innovation Activities: Stream II of the Innovation Fund: Implementation of Stream Two of the UNFPA Innovation Fund: Activities to Promote a Culture of Innovation within UNFPA, October 2014

Positioning UNFPA in the Global Landscape through Innovation, Partnerships and Communication, December 2015

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UNFPA Innovation Fund: Key Considerations for a Monitoring and Evaluation Framework, November 2015

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UNFPA Guidelines for the Innovation Fund 2016 Calls for Proposals, May 2016

UNFPA Innovation Fund proposal to Finland: Accelerating access to sexual and reproductive health through new technologies and promotion of youth entrepreneurship, 2016

UNFPA, Talent Management Branch, Division for Human Resources, Recognition Toolkit, 2016

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UNFPA, Innovation Fund 2016 Workplan Amendment 1 (full year), August 2016

UNFPA, SIS report 2015 on the OEE Output 3 on Partnerships and Innovation, 2015

UNFPA Country Offices Innovation Day Application Form (guidelines)

Transition from Innovation Concept Paper 2014 to 8-Prong Innovation Vision (working document)

UNFPA Innovation Days Toolkit, designed by Know Innovation

UNFPA Innovation Fund Project Selection Criteria

Innovation Fund Workplan 2016 (draft)

UNFPA Innovation Accelerator Concept note, UNFPA Regional Office for East and Southern Africa

UNFPA Data set with all Projects Submitted to the Innovation Fund

UNFPA Innovation Project Tracking Sheet with the 19 funded projects

Quarterly reports of the 19 UNFPA Innovation Projects

Summary of the 19 UNFPA Innovation Projects

Workplans of the 19 UNFPA Innovation Projects

End reports of the finalized UNFPA Innovation Projects

UNFPA Big Data Bootcamp Report, March 2015

UNFPA Hack for Youth I, Hackathon Report, July 2015, Uganda Kampala

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Innovation Fund Closure Report - Lab for Policy and Cooperation on Population and Sustainable

UNFPA Minutes and notes

United Nations Innovation Network (UNIN) meetings with minute reports

IDWG Comments on Project Proposals submitted to the Innovation Fund (all rounds)

Innovation Strategy Review Body Meetings Notes (all rounds)

Innovation Fund Projects Endorsement by Executive Director (all rounds)

External documents

Evaluation methodology and documents

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United Nations Evaluation Group (UNEG) Code of Conduct for Evaluation in the United Nations System, March 2008

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Ana Muñoz-van den Eynde^{1*}, Maria Cornejo-Cañamares¹, Irene Diaz-Garcia and Emilio Muñoz (2015), Measuring Innovation Culture: Development and Validation of a Multidimensional Questionnaire, ¹Research Unit on Scientific Culture, Center for Research on Energy, Environment and Technology (CIEMAT), Spain

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UNICEF India Country Office Guidelines on Piloting and Scaling up of innovations and good practices, January 2013

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UNHCR, Beyond Technology, Innovation at UNHCR, produced by UNHCR Innovation, 2015

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Websites and articles

UNFPA Innovation Website: <http://www.unfpa.org/innovation>

UNFPA Innovation Hub: <https://sites.google.com/a/unfpa.org/innovation-at-unfpa/home>

UNFPA ESARO Knowledge Base: <https://sites.google.com/a/unfpa.org/esaro/>

UNFPA 5 tips for innovation: <https://www.youtube.com/watch?v=opXFe5Hcow4>

UNFPA Innovation Accelerator: <https://sites.google.com/a/unfpa.org/iaccelerator/?pli=1>

UNFPA Innovation in procurement: www.youtube.com/watch?v=ewD_Yc3N_dE&feature=youtu.be

UNICEF Innovation Fund: <https://unicefinnovationfund.org/#/about>

UNICEF stories: www.unicefstories.org <http://www.unicefstories.org>

WFP Innovation website: <http://innovation.wfp.org/>

UNDP Innovation website: <http://www.undp.org/content/undp/en/home/ourwork/development-impact/innovation.html>

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UN OICT innovation Website: <https://unite.un.org/services/unite-labs>

UNHCR innovation web site (5 pillars of work): <http://innovation.unhcr.org/>

UN Data Innovation Lab: <http://undatainnovationlabworkshop.wikispaces.com/>

Principles for Digital Development, <http://digitalprinciples.org/>

Innovation Excellence: Don't fail fast, learn fast <http://innovationexcellence.com/blog/2012/07/16/dont-fail-fast-learn-fast/>

Forbes: Why Silicon Valley's 'Fail Fast' Mantra Is Just Hype
<https://www.forbes.com/sites/robasghar/2014/07/14/why-silicon-valleys-fail-fast-mantra-is-just-hype/#6457ae1424bc>

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[http://innovationleadershipforum.org/our-wisdom/why-creativity-is-not-enough-to-succeed-with-innovation/;](http://innovationleadershipforum.org/our-wisdom/why-creativity-is-not-enough-to-succeed-with-innovation/)

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EXCLUSIVE: How one Palestinian activist is using make up to raise awareness of global crises
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Annex 4 UNIN comparative table

The 10 areas and 45 items of analysis for the comparative study across UNIN agencies are:

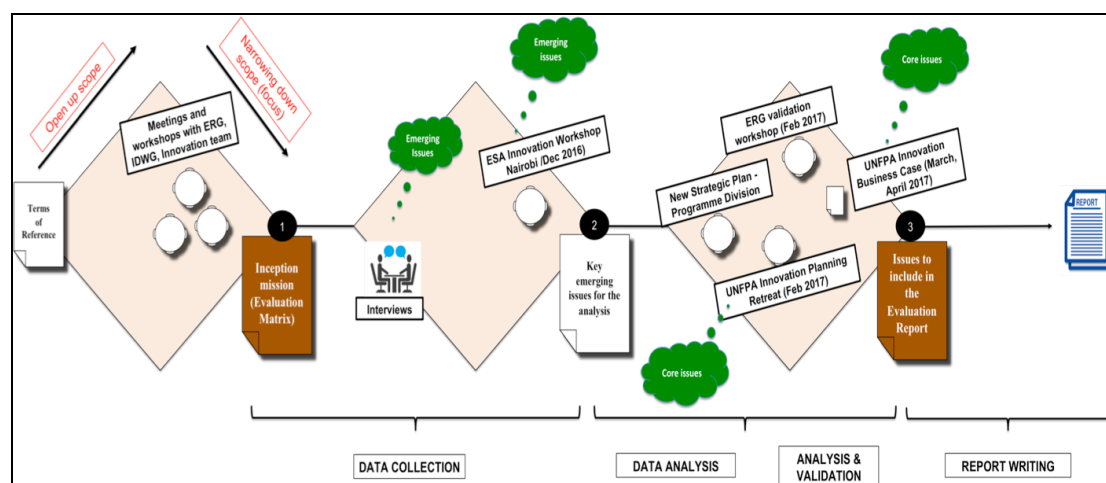
Area 1: Definition and institutional vision and scope
<p>1.1 Definition of innovation in the organization: why innovation? What for? 1.2 Origin: When and how was innovation formally announced/launched in the organization? 1.3 Scoping of what is innovation and what is not innovation 1.4 How is the scoping process conducted (of what is innovation and what it is not)? And who makes those decisions? 1.5 How are specific issues in need of innovation selected and prioritized? 1.6 What are the phases, sequence and main elements of the innovation process?</p>
Area 2: Organizational structure
<p>2.1 Leadership: How is innovation led in the organization <i>e.g. through innovation sponsors, innovation committees</i> 2.2 Organogram: How and where is the innovation function housed? (Rationale and pros and cons) 2.3 Levels: How is innovation structured throughout the different organizational levels (central, regional, country levels) 2.4 Decision-making: Where in the organization are appropriate innovation solutions generated, designed, tested and scaled up? Who has the responsibility for these decisions in the organizational structure?</p>
Area 3: Profile of staff and staff resourcing
<p>3.1 Current profiles: How many staff is in the organization with specific responsibilities on innovation? What is the background and profile of innovation staff? What are the contractual arrangements for innovation staff? (Volunteers, full-time, consultant) 3.2 Funding: where do the financial resources to pay for to staff with specific responsibilities on innovation come from? (<i>Core, non-core</i>) 3.3 Expertise: How is the balance and interaction between expertise in innovation and expertise in thematic areas selected? 3.4 Recruitment: How are innovation skills and openness reflected in the recruitment processes and in the human resource assessments? 3.5 Workload: How are the working arrangements and workload distribution for innovation specific staff distributed? 3.6 Training: How are innovation skill sets and capacity developed among staff (training courses, retreat, workshops) 3.7 Incentives: What type of actions adopted to foster innovative approaches among staff (<i>incentives, recognition & rewards, risk-taking</i>)</p>
Area 4: Programmatic integration and measurement
<p>4.1 Strategic frameworks: How is innovation integrated in strategic frameworks (As an Initiative? As a program? As a mode of intervention? As a way of doing things? As a principle?) 4.2 Programmatic frameworks: How is innovation integrated programmatic frameworks i.e. country and regional programmes (as innovation interventions, as a component into interventions, etc.) 4.3 Reporting systems: Is innovation captured in reporting systems for programs? If so, how? If not, what are the channels for innovation? 4.4 Audit: How are innovation projects audited (financial/performance) in comparison to regular programs? 4.5 Scale up: How are successful innovations scaled up in ongoing and future programmes?</p>
Area 5: Monitoring & Evaluation
<p>5.1 M&E systems: How is innovation integrated in the organization's M&E systems? 5.2 Innovativeness: How is the degree of innovativeness of innovation projects / solutions assessed? 5.3 Monitoring: How are innovation interventions/solutions monitored? (<i>What is tracked? and how? monitoring systems, mechanisms and tools for identification of failure/success in ideas, tests, scale ups; who does what and when; reporting mechanism</i>) 5.4 Evaluation: Are innovation interventions/solutions evaluated? If, so, how? (<i>What is evaluated? scope of the evaluations (input, output, outcome, impact); when? How? What are the main methodologies and tools?</i>)</p>
Area 6: Funding Frameworks
<p>6.1 Strategy: What is the funding strategy/approach for innovation in the organization? 6.2 Sources: What are the main sources to fund innovation; what do they fund? (<i>What is funded through</i></p>

<p><i>core funds? non-core funds?)</i></p> <p>6.3 Fund allocation-geographical: How are resources allocated throughout the organizational structure (central, regional, country levels)?</p> <p>6.4 Fund allocation - innovation stages: How are resources distributed across the different stages of innovation? (Ideation, testing/proof of concept and scale up)? And what is the origin of the resources in each case?</p>
<p>Area 7: Innovation Funds (if any)</p>
<p>7.1 Rationale: What is the rationale of the Innovation Fund (what does it fund, why and what for?) <i>(What stages are covered by the Innovation Fund)</i></p> <p>7.2 Management process: What is the management process from goal setting to allocation of funds? <i>(Brief description; selection; phases)</i></p> <p>7.3 Governance: What governance mechanisms are in place? <i>(Transparency, accountability systems, conflict of interest, ethical aspects)</i></p> <p>7.4 Selection: What are the project selection criteria to award innovation projects <i>(rationale, allocations - including funding caps)</i>? How are these criteria communicated to the participants? Are they integrated in guidelines?</p> <p>7.5 Levels: How is innovation fund structured throughout the different organizational levels (central, regional, country levels)</p>
<p>Area 8: Partnerships</p>
<p>8.1 Rationale and scope: what are partnerships used for and when? <i>(Ideation, development of solutions, scale-ups, etc.)</i></p> <p>8.2 Partners: Who are the main partners in innovation and in what sectors?</p> <p>8.3 Resources: How are resources allocated to developing partnerships, and where do the funds come from?</p> <p>8.4 Partnership arrangements: Are partnership arrangements innovation-specific or are part of the organization's general partnership portfolio? Are they contract-based? MoU-based? Project-specific? Challenge-specific?</p> <p>8.5 Private sector partnerships: Are there any specific policies for partnering with the private sector on innovation? (Are they based on general partnership policies or based on special mechanisms e.g. fast-tracking mechanisms)</p>
<p>Area 9: Organizational learning</p>
<p>9.1 Integration: How is learning from innovation interventions/solutions extracted and incorporated in the organization</p> <p>9.2 Linkages: How are the linkages between innovation and policy, knowledge management and South-South Cooperation articulated?</p> <p>9.3 Cross learning: How does cross learning occur between countries, regions and headquarters, and between the organization and external partners? <i>(What are the tools in place e.g., internet-based collaboration/ communications tools that allow staff - and external partners - to share knowledge, and further innovate)</i></p>
<p>Area 10: Insights</p>
<p>10.1 Main insights: What are the main insights and organizational lessons learnt since the beginning of the work on innovation? <i>(Things that did not work, suggestions on musts and must nots)</i></p> <p>10.2 Specific insights on organizational culture: On the basis of this Agency's experience, what would be the key lessons and suggestions on how to promote and foster a culture of innovation in the organization?</p>

Annex 5 Evaluation Matrices

This annex presents two matrices. The first matrix (5.1) features the initial information needs and expectations from the users as of July 2017. This matrix was developed as a result of the formative evaluation's inception mission. The questions and dimensions in this matrix (5.1) are an inventory of the expectations and information needs expressed by the users at the onset of the evaluation exercise. The second matrix (5.2) reflects the adjustments and adaptations made throughout the formative evaluation process, presenting the final set of issues that were prioritized for inclusion in the final evaluation report.

Figure The participatory, formative-adaptive approach to the evaluation



As shown in the figure, the focus of the issues addressed by the evaluation – and reflected in the evaluation matrix - was opened up and narrowed down in several moments throughout the exercise in order to ensure that the evaluation focused in the key aspects of importance to decision-makers. This was a critical aspect given it was a formative utilization-focused evaluation seeking to provide useful input to the decision-making process involved in the pre-design and design of the next phase of the Innovation Initiative. In this context, the evaluation matrix did not become a fix framework pre-established at the onset of the exercise. The evaluation matrix was used as a guiding framework for the analysis, updated as outcomes and issues of the essence for the design of the new Innovation Initiative emerged.

As a consequence of the formative and developmental nature of the exercise, specific issues took prominence as the evaluation evolved. In most cases these issues were already covered in the original matrix featuring the initial information needs and expectations from the users (e.g. obstacles to innovation, risk-taking, learning, failure), but were covered very succinctly, simply as pointers, or as dimensions of an evaluation question. During the exercise such aspects became focal areas of interest for the users of the evaluation, and were covered and analysed in much more detail than what was reflected in the original matrix. In other instances, specific issues taking prominence were not included in the original matrix. This was the case for the outreach and use of the Innovation Fund by geographical area and country quadrants. The importance of generating learning about this aspect was revealed during data collection. This aspect was thus added in the evaluation matrix and covered by the analysis.

The third case is made of aspects covered in the original matrix of user information needs and expectations that either became less crucial as inputs to the design of the new phase or became aspects for which available data did not allow for a full coverage of the aspect as originally enquired about. Alignment of innovative solutions with Sustainable Development Goals, Agenda 2030 and Post-2015 processes is an example of the former, whereas sustainability is an example of the latter, given the on-going status of most projects financed by the Innovation Fund at the time of collecting the data.

5.1 Initial information needs and expectations from the users

The first version of the evaluation matrix included the initial information needs and expectations from the users (ERG, Innovation Fund Secretariat, IDWG members) and featured questions by evaluation criteria i.e. relevance, effectiveness, efficiency and sustainability. Each question was broken down into dimensions (sub-areas within the scope of the question including initial user expectations and demands for information). Pointers complemented the dimensions. By narrowing dimensions further down, pointers specified the type of information required to answer the questions, hinting at the type of data to be collected.¹ This section 5.1, presents the original version of the evaluation matrix, with the ten initial evaluation questions and the twenty-eight dimensions addressed.

EQ1. RELEVANCE TOWARDS THE NEEDS OF USERS. To what extent did the Innovation Fund correspond to the innovation needs of its intended users? ²			
Dimensions	Pointers	Sources of information	Methods for data collection
D1.1 Relevance of the Innovation Fund towards the needs for innovation in UNFPA country, regional and headquarter offices. Note: differentiate tiers of needs within offices, that is, innovation focal points, programme offices, financial officers and senior management – representatives, assistant reps)	P1.1.1 Check the perceptions of staff. Examine aspects that could be improved to increase the relevance of the Innovation Fund if any. P1.1.2 Examine how country, regional and headquarter office innovation needs were factored in into the design of the Innovation Fund. P1.1.3 Evidence / counterevidence that funded projects responded to a problem for which there was (or not) an already available solution; checking whether any screening was done to avoid reinventing the wheel and to connect to offices and units that might have already designed similar solutions for learning/synergies. P1.1.4 Evidence of (funded) project responses duplicating (or not) already existing solutions within the organization. P1.1.5 Check the role of Knowledge Management (best practices) and links with identifying innovative practices. P1.1.6 Examine the innovation needs of country offices not involved in the Innovation Fund. Check reasons for non-involvement.	Staff implementing Innovation Fund activities, including projects: <ul style="list-style-type: none"> • Innovation focal points³ • Programme officers • Finance officers • Resident representatives • Assistant representatives And also: <ul style="list-style-type: none"> • Staff involved in funded projects in country, regional and headquarter offices • Staff in country offices not involved in the Innovation Fund (comparison groups) • Staff at Innovation Fund secretariat • Staff at headquarters (e.g. knowledge management branch) • Members of the IDWG • Innovation Fund files and monitoring data (datasets, progress reporting) 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Group discussions • Online group consultations • Exploratory survey • Desk study (of the Innovation Fund's monitoring information)
D1.2 Relevance towards the most pressing needs of women, young people and the marginalized (UNFPA target groups at mandate level)	P1.2.1. Look at the extent to which innovative solutions proposed by funded projects are aligned to users' needs, as reflected in country programmes P1.2.2 Look at the thematic categorization of submitted proposals,	<ul style="list-style-type: none"> • Users of innovative solutions • Country office's CPAP, AWP • Other agencies / development partners operating in the country • Fund files and monitoring data 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Group discussions • Online group consultations • Desk study (Innovation Fund's monitoring information)

¹ The matrix used *pointers* instead of indicators, which are usually used as judgement criteria. The reasons for this were: the formative nature of the evaluation; and the fact that the Initiative and the Innovation Fund did not have a results framework with clear objectives and targets that could be used to develop indicators.

² The Innovation Concept Paper (September, 2014) and the Implementation of Stream Two of the UNFPA Innovation Fund (October, 2014) do not explicitly set forth the users of the Fund. Yet, it may be inferred through the text that country offices and UNFPA target groups at mandate level (women, young people, the marginalized) are the main intended users.

³ There are four types of innovation focal points: (1) the members of the IDWG, (2)

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	<p>comparing by region, quadrant, and looking at the evolution over time.</p> <p>P1.2.3 Examine trends/patters in the geographical distribution of proposals and awarded projects (e.g. check against offices financial means, development status, intensity of mandate problems, etc.)</p> <p>P.1.2.4 Check perceptions of users of innovative solutions</p> <p>P1.2.5 Check the views and perceptions of other agencies and development partners</p>		<ul style="list-style-type: none"> • Desk study (UNPA programming documents)
<p>D1.3 Incorporation of key crosscutting themes: gender-sensitivity; human rights; adolescent girls; and culturally sensitive issues.</p>	<p>P1.3.1 Check to what extent the themes were incorporated in the guidelines for the Call for Proposals (CfP), in the project selection criteria, and (if feasible) in the application of the criteria during actual selection.</p> <p>P1.3.2 Examine how the 18 selected projects integrate the themes.</p> <p>P1.3.3 Look at how the themes were incorporated in innovation days.</p>	<ul style="list-style-type: none"> • Staff at Innovation Fund secretariat • Members of the IDWG • Country and regional offices' staff • UNFPA strategic ad policy frameworks • Country's CPD, CPAP, AWP • Innovation Fund files and monitoring data 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Group discussions • Online group consultations • Desk study (UNPA programming documents and Innovation Fund monitoring information)

EQ2. INTERNAL & EXTERNAL COHERENCE. To what extent was the Innovation Fund coherently designed and aligned with the main strategic frameworks of UNFPA?			
Dimensions	Pointers	Sources of information	Methods for data collection
D2.1 Internal coherence between components of the Innovation Fund.	<p>P2.1.1 Evidence that the logic between stream 1 and stream 2 worked (or did not work) and the reasons why.</p> <p>P2.1.2 Look at the links and correlation, in practice, between innovation days and proposals submitted for funding. Check the proportion of innovation day ideas that turned into innovation proposals or projects.</p>	<ul style="list-style-type: none"> Country, regional and headquarter offices' staff implementing Innovation Fund activities Comparison groups / pairing staff in other offices not implementing Innovation Fund activities Members of the IDWG Innovation Fund monitoring data 	<ul style="list-style-type: none"> Semi-structured individual interviews Group discussions Online group consultations Desk study (Innovation Fund's monitoring information) Exploratory survey
D2.2 Internal coherence and integration between the Innovation Fund and other elements of the Innovation Initiative (e.g. networks of focal points, the innovation accelerator in Kenya and others)	<p>P2.2.1 Check whether CfP took into account factors related to internal coherence when launching, screening and selecting proposals.</p> <p>P2.2.2 Evidence of the degree of coordination and connectedness between the Innovation Fund activities and other innovation activities outside the Innovation Fund.</p>	<ul style="list-style-type: none"> Staff implementing Innovation Fund activities Regional offices' staff Staff of the network of focal points (ESARO), including staff at the innovation accelerator Staff in country, regional and headquarter offices implementing innovation activities not related to the Innovation Fund Members of the IDWG 	<ul style="list-style-type: none"> Semi-structured individual interviews Group discussions Exploratory survey
D2.3 Internal coherence: Alignment with key areas of UNFPA mandate, with the goals set forth in the Innovation Corporate Priority paper, and with the current Strategic Plan.	<p>P2.3.1. Evidence / counterevidence that the funded projects are anchored in the mandate of UNFPA and corporate priorities.</p> <p>P2.3.2 Look at whether there are major issues or not in terms of the extent to whether the 18 funded projects are aligned to the most pressing issues in UNFPA mandate.</p> <p>P2.3.3 Check the distribution of proposals submitted and approved by mandate focus areas.</p>	<ul style="list-style-type: none"> Staff implementing Innovation Fund activities, including Reps. Regional offices' staff Interviews with senior management at Headquarters and Regional Directors / Strategy Body UNFPA strategies and policy frameworks Innovation Fund monitoring data 	<ul style="list-style-type: none"> Semi-structured individual interviews Group discussions Desk study (UNFPA documents and Innovation Fund's monitoring data, minutes from project review meetings of the innovation strategy body and IDWG)
D2.4 External coherence: Alignment of innovative solutions with Sustainable Development Goals / Agenda 2030 / Post-2015 processes.	P2.4.1 Evidence / counterevidence of funded projects being aligned with key aspects of the development policy agenda (link with sustainability)	<ul style="list-style-type: none"> Other agencies / development partners (working on innovation) Donors Country office and headquarters' staff Development agenda related documents 	<ul style="list-style-type: none"> Semi-structured individual interviews Group discussions Desk study (UNFPA documents and Innovation Fund monitoring data)
D2.5 External coherence: Alignment with UN innovation principles.	P2.5.1 Evidence / counter-evidence of Innovation Fund projects having been selected and implemented in accordance to the UN innovation principles. Check causes of non-application and repercussions in case of non-compliance.	<ul style="list-style-type: none"> Staff implementing Innovation Fund activities Staff from other UN agencies / academia /development partners/ private sector working on innovation Staff at Innovation Fund secretariat IDWG members 	<ul style="list-style-type: none"> Semi-structured individual interviews Group discussions Desk study (UNFPA documents, innovation-specific documents and Innovation Fund monitoring data)

EQ3. ORGANIZATIONAL CULTURE. To what extent has the Innovation Fund contributed to develop a culture that nurtures innovation within UNFPA?			
Dimensions	Pointers	Sources of information	Methods for data collection
<p>D3.1 Examine to what extent the Innovation Fund has become “a mechanism for staff to generate, fund and implement innovative ideas”</p> <p>Note: is the Innovation Fund acting as a catalyst for innovation (what are the reasons?); what makes this work in comparison to accounts where innovation happens outside the Innovation Fund?</p>	<p>P3.1.1 Evidence /counterevidence of increased awareness on how to innovate and channel ideas into testing/ projects (Check awareness factors)</p> <p>P3.1.2 Evidence/counterevidence of increased staff learning and capacity development on how innovation methods work.</p> <p>P3.1.3 Look at the motivational effect of the Innovation Fund (higher degree of idea-generation? Teamwork effects?). Check qualitatively and quantitatively. Examine GPS, Atlas data; time series on number of proposals and innovation days (evolution); check situation in comparison groups also.</p> <p>P3.1.4 Look at cases where the Innovation Fund had a role in promoting news ways and approaches to planning, processes, partnerships; check reasons why and compare with cases in which it did not play that role (enabling/hindering factors).</p> <p>P3.1.5 Evidence of how innovation successfully (or not successfully) also happens outside the framework of the Innovation Fund (how do offices generate, fund and implement innovative ideas outside the Innovation Fund). Identify and compare.</p> <p>P3.1.6 Evidence / accounts of what offices did with rejected proposals. Check whether ideas for proposals came as a result of the Innovation Fund or were already in place. Also check what happened with repeat submissions that were / were not eventually funded.</p> <p>P3.1.7 Check the views and perceptions (with regards to D3.1) of relevant stakeholders working with UNFPA or familiar to UNFPA work.</p>	<ul style="list-style-type: none"> • Staff that have implemented Innovation Fund activities • Staff having implemented innovative solutions that did not succeed. If possible, inside and outside the Innovation Fund • Staff in regional offices • Staff in country offices not involved in the Innovation Fund (comparison groups) • UNFPA Implementing Partners • Staff from other agencies / academia /development partners/ private sector • Innovation Fund monitoring database • Global Programming System (GPS) datasets • Atlas datasets 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Group discussions • Online group consultations • Exploratory survey • Desk study (Innovation Fund’s monitoring information) • Desk study (existing UNFPA datasets)
<p>D3.2 Examine to what extent the Innovation Fund has contributed to changes in staff and organizational behaviour (management processes, administrative processes)</p>	<p>P3.2.1 Evidence / counterevidence that the organizational ability to take risk in UNFPA has been enhanced and the reasons why (identify factors)</p> <p>P3.2.2 Look at the current role of risk in innovation processes; check how country, regional and headquarter offices assess it, manage it and monitor it.</p> <p>P3.2.3 Check what are the incentives and obstacles for people to innovate, looking at factors encouraging and making staff reluctant to put forward innovative ideas.</p> <p>P3.2.4 Evidence of the costs (burden) and benefits (rewards) for people that innovate. Compare the situation <i>before</i> and <i>after</i> the Innovation Fund in offices participating in the Innovation Fund; also use comparison groups (check counterfactual)</p> <p>P3.2.5 Evidence / counterevidence of modifications in management / administrative practices in order to facilitate innovation. Examine the inks of such modifications with the Innovation Fund activities.</p> <p>P3.2.6 Evidence / counterevidence of learning from failure having been</p>	<ul style="list-style-type: none"> • Staff that have implemented Innovation Fund activities • Staff having implemented projects with innovative solutions that did not succeed. If possible, inside and outside the Innovation Fund • Staff that presented project proposals that were not approved (include close colleague if possible) • Staff in regional offices • Staff in country offices not involved in the Innovation Fund (comparison groups) • Implementing partners • Staff from other agencies / development partners/ private sector • Job descriptions • UNFPA global staff survey (GSS) 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Group discussions • Online group consultations • Exploratory survey • Desk study (Innovation Fund monitoring information) • Desk study (existing UNFPA datasets)

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	<p>captured, shared and integrated into the organization.</p> <p>P3.2.7 Evidence of the participants in activities having experienced discrimination or lost opportunities due to age and/or gender</p> <p>P3.2.8 Check the views and perceptions (on D.3.2) of relevant stakeholders working with UNFPA or familiar with UNFPA work.</p> <p>P3.2.9 Evidence of the Innovation Fund having connected UNFPA staff to new innovation networks.</p> <p>P3.2.10 Check whether organizational culture changes in particular offices have generated changes in other offices.</p>	<ul style="list-style-type: none"> • UNFPA performance appraisal and development (PDA) • UNFPA competency framework (for recruitment) 	
D3.3 Examine to what extent the Innovation Fund contributed to build a UNFPA innovation brand among the wider development community.	<p>P3.3.1 Check the perceptions of UNFPA staff (involved and not involved in Innovation Fund activities) and contrast views, opinions and evidences provided with that of external actors.</p> <p>P3.3.2 Check views, opinions and facts provided by relevant external stakeholders in the development community (involved or not in innovation)</p>	<ul style="list-style-type: none"> • Staff from other agencies / academia /development partners/ private sector/ UN Innovation Network • Staff that have implemented Innovation Fund activities • Staff in country offices not involved with the Innovation Fund (comparison groups) 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Group discussions • Online group consultations • Exploratory survey • Desk review of op-eds, articles, social media, website, participation in events
D3.4 Examine to what extent the Innovation Fund has contributed to or been a platform/gateway to build partnerships within UNFPA, with UN sister agencies, international organizations, academia and the private sector to develop / nurture a culture of innovation.	<p>P3.4.1 Evidence of micro-communities and/or networks on innovation within the Innovation Fund/UNFPA (across country, RO, HQ offices); outside the Innovation Fund but within UNFPA; and between the Innovation Fund/UNFPA and external actors.</p> <p>P3.4.2 Look at the type of partnerships and check how they nurture (or not) innovation and reasons why (enabling / hindering factors)</p> <p>P3.4.3 Look at factors preventing partnerships from occurring or developing further.</p>	<ul style="list-style-type: none"> • Staff that have implemented Innovation Fund activities • Staff in country offices not involved with the Innovation Fund (comparison groups) • Staff from partners organizations e.g. UN agencies / UN Innovation Network, development partners, academia, private sector 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Group discussions • Online group consultations • Exploratory survey • Desk review of op-eds, articles, social media, website, participation in events and other activities that would build our external brand and following

EQ4. IMPACT ON MANDATE. To what extent has the Innovation Fund contributed to develop solutions with chances of impact and furthered progress towards UNFPA's mandate through innovative solutions?

Dimensions	Pointers	Sources of information	Methods for data collection
<p>D4.1 Examine to what extent innovation solutions developed with the Innovation Fund's financial assistance have been successful or have chances of being successful.</p> <p>Note: innovative solutions with changes of being successful are those being currently implemented with no signs of experiencing drawbacks.</p>	<p>P4.1.1 Evidence / counter-evidence that the innovative solutions implemented to date are successful.</p> <p>P4.1.2 Evidence / counter-evidence (at least plausible arguments) of successful innovative solutions that could have not been implemented without the Innovation Fund.</p> <p>P4.1.4 Check whether learning has been accrued from successful (or partially successful) solutions. If so, check how learning was captured, transferred and incorporated in the organization (other innovation projects, CPAP)</p>	<ul style="list-style-type: none"> • Users / beneficiaries of innovative solutions • Staff in country, regional and headquarter offices that have implemented Innovation Fund activities, including staff not directly involved in innovation activities • Staff in country, regional and headquarter offices not involved in the Innovation Fund (comparison groups) 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Online group consultations • Group discussions • Exploratory survey
D4.2 Examine to what extent	P4.2.1 Evidence / counterevidence of funded solutions that have proven		

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innovation solutions developed with the Innovation Fund are having a demonstrable impact on the population, including women, young people and the marginalized.	transformational i.e. have expanded the possibilities of women, young people and the marginalized to realise their potential and lead healthier lives. P4.2.2 Check whether they could have been implemented without the Innovation Fund.	<ul style="list-style-type: none"> • Staff in regional offices • Other agencies / development partners operating in the country (implementing partners, CSO, donors, UN agencies) • Innovation Fund (IF) files and monitoring data 	
D4.3 Examine whether learning from failure is capitalized upon	<p>P4.3.1 Check whether learning from failed solutions supported by the Innovation Fund has been captured, transferred and incorporated into the organization (in other innovation projects, CPAP)</p> <p>P4.3.2 Identify and examine factors for failure, distinguishing between internal and external (contextual) factors, operational and programmatic factors, and technical and political-institutional actors.</p>		
D4.4 Examine to what extent the Innovation Fund has contributed to build partnerships to learn from and reinforce innovation.	<p>P4.4.1 Evidence of networks on innovation (lack of them and reasons)</p> <p>P4.4.2 Look at the type of partnerships and check how they nurture (or not) innovation and reasons why (enabling / hindering factors)</p> <p>P4.4.3 Look at factors preventing partnerships to occur or develop further.</p>	<ul style="list-style-type: none"> • Staff implementing IF activities • Staff in country offices not involved with the IF (comparison groups) • Staff from partner organizations 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Group discussions • Online group consultations • Exploratory survey • Desk study (IF monitoring data)

EQ5. ORGANIZATIONAL EFFICIENCY. To what extent has the Innovation Fund contributed to increase organizational efficiency?			
Dimensions	Pointers	Sources of information	Methods for data collection
D5.1 Check to what extent the Innovation Fund has contributed to increased adaptability in organizational effectiveness and efficiency ⁴ (as set out in the <i>Strategic Plan</i>) as well as its contribution “to improve programme delivery and operational efficiency in a creative manner” (UNFPA Innovation Concept Paper)	<p>P5.1.1 Evidence of streamlined management/administrative processes, time and cost savings, quicker procedures, better quality; including aspects noted in the Quadrennial Comprehensive Policy Review (QCPR). Compare with comparison groups (check whether improvements happen anyway)</p> <p>P5.1.2 Evidence of management and/or administrative processes where identified innovative changes are needed but not adopted. Check reasons.</p> <p>P5.1.3 Check the evolution of organizational efficiency proposals across CfP and innovation days, looking at the type, scope and complexity of the proposals (innovations in delivery, in processes, etc.)</p> <p>P5.1.4 Examine how innovation projects / solutions have linked up with South-South Cooperation, Knowledge Management, the Humanitarian Branch and the Division and Management Services (DMS)</p> <p>P5.1.5 Examine how the Innovation Fund was able to leverage and channel additional external resources to fund new innovations and scale up successful proofs of concept.</p>	<ul style="list-style-type: none"> • Staff that have (and have not) implemented Innovation Fund activities • Staff at Headquarters (Division for management services) • Staff in offices not involved in the Innovation Fund (comparison groups) • Implementing partners • UNFPA internal reporting systems i.e. Results Oriented Annual Report (ROAR), Strategic Information System (SIS) /myResults system • Innovation Fund monitoring data • Quadrennial Comprehensive Policy Review documents 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Group discussions • Online group consultations • Exploratory survey • Desk study (Innovation Fund monitoring information) • Desk study (UNFPA reporting documents, QCPR)

⁴ The term is referred in the UNFPA Innovation Concept Paper (September, 2014) and in the UNFPA Strategic Plan 2013-2017 as organizational effectiveness and efficiency. The term “effectiveness” has been omitted here because it is included in the previous evaluation question (EQ4).

EQ6. MANAGEMENT PROCESSES AND STRUCTURE. To what extent did management processes and structures allow for a satisfactory implementation of the activities of the Innovation Fund?

Dimensions	Pointers	Sources of information	Methods for data collection
<p>D6.1 Examine to what extent the Innovation Fund's governance structure allowed an efficient, transparent and accountable implementation of activities.</p>	<p>P6.1.1 Evidence of the existence and completeness of written roles and functions for all the decision-making tiers in the governance structure.</p> <p>P6.1.2 Check people's clarity on the roles and functions of each tier (regardless of roles and functions being written or oral). Check clarity for both members and non-members of the tiers.</p> <p>P6.1.3 Look for evidence / counterevidence of smooth a functioning of the decision-making sequence during the selection of projects. If counter evidence is found, identify reasons why.</p> <p>P6.1.4 Evidence / counterevidence of the appropriateness of the composition of the IDWG and evidence/counterevidence of its proper functioning.</p> <p>P6.1.5 Same as previous pointer but for IDWG sub-working groups for implementation of the 2016 work plan.</p> <p>P6.1.6 Check whether there are mechanisms in place to avoid conflicts of interest. If so, check whether they have been applied. Check consequences.</p> <p>P6.1.7 Look at the transparency of project selection process both procedurally and as perceived by users. Check proposal rejection communicated; check users' knowledge of the criteria used to assess their proposals throughout the process (IDWG, Strategy Review Body)</p> <p>P6.1.8 Check understanding of the two streams of the Innovation Fund by intended users (check whether objectives and rationale was understood)</p>	<ul style="list-style-type: none"> • Staff at Innovation Fund secretariat • Members of the IDWG • Innovation Fund files and monitoring data (datasets, progress reporting) • Staff that have implemented Innovation Fund activities. • Interviews with staff submitting rejected project proposals • Staff in regional offices • Staff at Headquarters • Staff in country offices not involved in the Innovation Fund (comparison groups) • Innovation staff in other UN agencies 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Group discussions • Online group consultations • Exploratory survey • Desk study (Innovation Fund monitoring information) • Desk study (UNFPA reporting documents)
<p>D6.2 Examine to what extent the organizational structure of the Innovation Fund allowed a satisfactory implementation.</p>	<p>P6.2.1 Evidence that the position of the Innovation Fund within the UNFPA organogram was appropriate (or not). Check reasons why, and repercussions in case it was not appropriate enough.</p>	<ul style="list-style-type: none"> • IDWG meeting attendance lists • IDWG minutes of meetings (for project selection and for quarterly updates) 	
<p>D6.3 Examine the proper functioning of the Innovation Fund's monitoring system.</p>	<p>P6.3.1. Evidence / counterevidence of the Innovation Fund's monitoring system having been useful in quickly identifying failure in innovative solutions.</p> <p>P6.3.2 Evidence / counterevidence of the monitoring system (feedback mechanism) having promoted timely adjustments and improvements.</p> <p>P6.3.3 Look at how useful was the system in identifying and help managing risk.</p>	<ul style="list-style-type: none"> • Attendance lists and minutes for the IDWG sub-working groups • (Standard Operating) Procedures of the Innovation Fund 	

EQ7. USE OF RESOURCES. To what extent were resources adequate, made available and used in a timely manner to support the implementation of the activities of the Innovation Fund?

Dimensions	Pointers	Sources of information	Methods for data collection
<p>D7.1 Examine to what extent human resources were fit, timely and adequate for the implementation and performance of the Innovation Fund.</p>	<p>P7.1.1 Evidence / counterevidence of the adequacy of the profiling of the staff involved directly and indirectly in the implementation of the Innovation Fund (programmatic and administrative). Look at staff's experience in innovation (skill sets). Compare to other agencies.</p> <p>P7.1.2 Evidence / counterevidence of adequate staff and time allocations for both programmatic and administrative staff, including contractual arrangements (IDWG, project implementers). Compare to other agencies.</p> <p>P7.1.3 Check in particular, how UNFPA staff involved in innovation projects balance the (innovation) workload with their day-to-day work.</p>	<ul style="list-style-type: none"> • Staff at Innovation Fund secretariat • Members of the IDWG • Staff that have implemented Innovation Fund activities. • Staff in regional offices • Innovation staff in other UN agencies 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Exploratory survey • Desk study (existing UNFPA datasets) • Desk study (Innovation Fund monitoring information)
<p>D7.2 Examine to what extent financial resources were timely and adequate for the implementation of the Innovation Fund's activities.</p>	<p>P7.2.1 Evidence / counterevidence of available financial resources having been appropriate and adequate to meet the objectives of the Innovation Fund.</p> <p>P7.2.2 Check whether funds for projects and innovation days were transferred timely. If not, check reasons why and repercussions.</p> <p>P7.2.3 Check to what extent available funds are being utilized (rate of expenditure) and identify stumbling blocks if any. Check causes (absorption capacity, administrative deficiencies?)</p>	<ul style="list-style-type: none"> • Innovation Fund files and monitoring data (financial and operational data, progress reporting) • Job descriptions • UNFPA global staff survey (GSS) • UNFPA performance appraisal and development (PAD) • UNFPA competency framework (for recruitment) 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Exploratory survey • Desk study (existing UNFPA datasets) • Desk study (Innovation Fund monitoring information)

EQ8. SUSTAINABILITY OF ORGANIZATIONAL CHANGES. What is the likelihood of the organizational changes (or processes of organizational change) generated by the Innovation Fund to be sustainable?			
Dimensions	Pointers	Sources of information	Methods for data collection
D8.1 Examine how lasting are the changes (or processes of change) generated on the organizational culture (EQ3) and check whether there are any signs of relapse / risk of setbacks.	<p>P8.1.1 Look for evidence (perceptions, arguments, facts) and counter-evidence of whether the generation, funding and implementation of innovative ideas could continue without the Innovation Fund (in offices participating in the Innovation Fund)</p> <p>P8.1.2 Check the degree of ownership of the changes and how deeply rooted the changes are.</p> <p>P8.1.3 Look at degree of engagement or disengagement (frustration, disappointment) of staff with regards to the Innovation Fund and check factors. Check degree of engagement qualitatively and quantitatively by looking at the evolution of proposal submission, and evolution of implementation of innovation days.</p> <p>P8.1.4 Check whether increased awareness and motivation led to higher expectations. If so, check whether expectations are being fulfilled.</p> <p>P8.1.5 Evidence / counterevidence (or lack of evidence) on actual setbacks in changes to staff's innovation capacity and behaviour, as well as organizational behaviour (management processes, administrative processes) generated by the Innovation Fund.</p> <p>P8.1.6 Check whether there are any external factors that could have a significant reversal effect on the current changes or on future ones.</p>	<ul style="list-style-type: none"> • Staff that have implemented Innovation Fund activities, including staff not being involved in activities • Staff that presented project proposals that were not approved (include close colleague if possible) • Staff in regional offices • Staff in country offices not involved in the Innovation fund (comparison groups) • Implementing partners • Staff from other agencies / development partners/ private sector • Job descriptions • UNFPA global staff survey (GSS) • UNFPA performance appraisal and development (PDA) • UNFPA competency framework (for recruitment) 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Group discussions • Online group consultations • Exploratory survey • Desk study (Innovation Fund monitoring information) • Desk study (existing UNFPA datasets)

EQ9. SUSTAINABILITY OF SOLUTIONS. What is the likelihood of the solutions implemented to consolidate, be replicated and scaled up?			
Dimensions	Pointers	Sources of information	Methods for data collection
D9.1 Continuity. Examine to what extent innovative solutions being implemented have been linked or integrated into other initiatives (in cases where further development is required after the project)	<p>P9.1.1 Check the proportion of projects that will (or not) be linked to country programmes, regular resources or to other programmes (for scale up or further development). If that is not the case check reasons and implications.</p> <p>P9.1.2 Check what happens with project proposals that were rejected for funding i.e. check whether they are put forward for funding in other frameworks, or implemented in country programmes.</p>	<ul style="list-style-type: none"> • Staff that have implemented Innovation Fund activities, including staff not being involved in activities • Users of innovative solutions • Staff in country offices not involved in the Innovation fund (comparison groups) • Staff in regional offices • Innovation staff in other UN agencies • Other agencies / development partners operating in the country and private sector stakeholders • Fund files and monitoring data 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Group discussions • Online group consultations • Exploratory survey • Desk study (Innovation Fund monitoring information) • Desk review of UNFPA Innovation communications
D9.2 Replicability. Examine to what extent innovative solutions (projects) are being replicated and/or the likelihood they will be replicated (uptake by other country offices or implementing partners)	<p>P9.2.1 Evidence / counterevidence of uptake of implemented solutions by projects in the country programme within the same country office.</p> <p>P9.2.2 Evidence / counterevidence of uptake by other country offices or implementing partners. Check who is adopting / applying the solutions.</p> <p>P9.2.3 Check whether country, regional and headquarter offices are documenting any learning generated by innovation projects (with successful solutions or not) both on implementation processes and on outcomes.</p> <p>P9.2.4 Check whether the (successful) practices / results of innovation projects results are being communicated within UNFPA and outside.</p>		
D9.3 Scalability. Examine to what extent there is a system in place to enable scalability when projects are successful.	<p>P9.3.1 Check whether there is a process in place to identify whether projects are successful and may be scale up. Check how this process works and check whether there is a clear and consistent definition of what scaling is.</p> <p>P9.3.2 Check the likelihood that successful projects will be scaled up, by looking at proxies such as, for example partnerships, preliminary talks with other country offices or regional offices, resource mobilization efforts.</p> <p>P9.3.3 Check how projects will be graduated and mainstreamed into programming.</p> <p>P9.3.4 Check whether and how learning is shared beyond project implementing units/ offices.</p>		
D9.4 Examine the role of partnerships and networking in promoting and enabling continuity, replicability and scalability.	<p>P9.4.1 Evidence or counterevidence of partnerships enabling scale up. Check whether partnerships were needed for scale up and if that was the case but they are not in place or not functioning properly, check the reasons why.</p> <p>P9.4.2 Same as above for continuity and replicability.</p>		

EQ10. SUSTAINABILITY OF CHANGES IN ORGANIZATIONAL EFFICIENCY. What is the likelihood of the changes in organizational efficiency being sustained?			
Dimensions	Pointers	Sources of information	Methods for data collection
D10.1 Check whether the conditions are in place for changes in organizational efficiency (EQ5) to continue or whether progress could be affected by risks of setbacks.	<p>P10.1.1 Check whether there are any setbacks or bottlenecks (or absence of them) in improvements achieved in organizational efficiency, as a result of innovation projects (EQ5)</p> <p>P10.1.2 Identify internal and external factors that could have a significant reversal effect on current positive changes or future ones.</p>	<ul style="list-style-type: none"> • Staff that have implemented Innovation Fund activities • Staff in regional offices • Staff at Headquarters • Innovation Fund monitoring data 	<ul style="list-style-type: none"> • Semi-structured individual interviews • Exploratory survey • Desk study (Innovation Fund monitoring information)

5.2 Final Evaluation Matrix

The final evaluation matrix below reflects the adjustments and adaptations made throughout the formative evaluation process to the first list of evaluation information needs and expectations from the users drafted in July 2016 (matrix 5.1 above, the initial evaluation matrix). The matrix below allows tracking those initial issues, indicating how and where they have addressed by the evaluation, either during the analysis phase, in the evaluation report or in both. **All the questions and associated dimensions (either original or added) in the matrix were addressed and answered by the analysis.** The matrix presents the final set of issues that were prioritized in the final evaluation report, explaining the rationale for the inclusion.

Legend

	The dimension is addressed in the analysis and clearly reflected in the evaluation report.
	The dimension is addressed in the analysis. The dimension may be briefly reflected in the evaluation report or not included (in a few cases), as other priorities and pressing issues were considered more relevant and useful to the ongoing decision-making processes.
Maroon text	This evaluation question and associated dimensions were added during data collection and/or data analysis as they were considered of particularly high relevance, importance and use to the design of the new phase of the Innovation Initiative.

EQ1. RELEVANCE TOWARDS THE NEEDS OF USERS. To what extent did the Innovation Fund correspond to the innovation needs of its intended users? ⁵		
Dimensions	Coverage in the analysis / report	Comments (Modifications)
	<ul style="list-style-type: none"> • This dimension was systematically covered during data collection. Interviews systematically covered the usefulness and appropriateness of the Innovation Fund. 	
D1.1 Relevance of the Innovation Fund towards the needs for innovation in UNFPA country, regional and headquarter offices. (Note: differentiate tiers of needs within offices, that is, innovation focal points, programme offices, financial officers and senior management –representatives, assistant reps)	<ul style="list-style-type: none"> • The results were analysed and the answer was presented to the ERG - slide 27 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). • The different elements of the answer to this question (see slide 27) are presented in several parts of the Evaluation Report: <ul style="list-style-type: none"> ○ <i>An Innovation Fund grounded in country context</i>: is covered in section 3.1.1 – Outreach and use of the Innovation Fund. Also, this element is covered in section 3.1.2 – Functioning of the Innovation Fund, under the finding about communication systems, which addresses the high relevance of innovation days to the country contexts. ○ <i>Fund mechanisms made it difficult at times (written proposals)</i>: is covered in sections 3.1.1; 3.1.3 in the sub-section on “Insights on the limitations of the Innovation Fund to nurture a culture of innovation”; and in section 3.3.3 – Obstacles to innovation in UNFPA. ○ <i>Innovation Fund linked to country programmes and work with Implementing Partners</i>: is covered in section 3.1.3 in the sub- 	

⁵ The Innovation Concept Paper (September, 2014) and the Implementation of Stream Two of the UNFPA Innovation Fund (October, 2014) do not explicitly set forth the users of the Fund. Yet, it may be inferred through the text that country offices and UNFPA target groups at mandate level (women, young people, the marginalized) are the main intended users.

	<p>section on “Insights on the limitations of the Innovation Fund to nurture a culture of innovation”; and in section 3.1.6 on developing new partnerships.</p> <ul style="list-style-type: none"> ○ <i>Bias towards technological solutions</i>: is covered in sections 3.1.1 – Outreach and use of the Innovation Fund and 3.3.3 – Obstacles to innovation in UNFPA. ○ <i>Limitations in capacity to develop solid innovation proposals</i>: is covered in section 3.1.3 under the subsection on “Insights on the limitations of the Innovation Fund to (...)” and in section 3.3.3 – Obstacles to innovation in UNFPA. 	
<p>D1.2 Relevance towards the most pressing needs of women, young people and the marginalized (UNFPA target groups at mandate level)</p>	<ul style="list-style-type: none"> • This dimension was analysed and the results presented to the ERG in slide 27 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). • This dimension was also analysed, using data from the formative evaluation, by Morgan McDaniel, candidate of a Master in Public Policy at the John F. Kennedy School of Government at Harvard University. The result of the analysis was published in the document: “Impacting marginalized and vulnerable populations through innovation. An analysis of UNFPA innovation projects” • The results were analysed and presented in slide 27 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). • The finding: “<i>Focus on youth engagement & empowerment. Less on women, even less on marginalized groups</i>” shown in slide 27, is strongly linked to the absence of a definition and scope of innovation (a common understanding on the scope of innovation), which is covered in depth in the Evaluation Report. • Also, in the Evaluation Report, this dimension is covered in section 3.1.4 – Developing innovation solutions, under section “The innovative solutions generated with support of the Innovation Fund”. There is a finding on prospects for direct impact on women and young people. 	<p>This dimension was included in the initial information needs and expectations from the users matrix and it was systematically covered in interviews and when analysing monitoring data from the Innovation Fund.</p> <p>The results of the analysis pointed at the absence of a clear definition and scope of innovation within UNFPA, which was the ultimate key issue behind the finding. This key issue is what is presented in the Evaluation Report in detail, as it was of the essence for the design of the next phase of the Innovation Initiative, including the Innovation Fund.</p> <p>The recommendation on moving the focus to impact solutions and the recommendation to focus on problems for which UNFPA needs an innovative solution are both related to the analysis of this dimension, among other aspects.</p>
<p>D1.3 Incorporation of key crosscutting themes: gender-sensitivity; human rights; adolescent girls; and culturally sensitive issues.</p>	<ul style="list-style-type: none"> • During the data collection stage the evaluation team drew an “<i>Innovation project tracking sheet</i>”, an Excel based dataset with information on all innovation project analysed. Empowerment of young people and gender equality for example, were categories used by the team to classify funded projects in the newly constructed dataset. • A summary of the data collected is presented in the Evaluation Report under section 3.1.4 – Developing innovation solutions; specifically under the sub-section “The innovative solutions generated with support of the Innovation Fund” 	<p>Crosscutting themes were looked at during the analysis. The focus of the analysis was on the functioning of the Innovation Fund (formative evaluation) as a mechanism, rather than on the outcomes of the projects funded by the mechanisms (summative evaluation). In this context, findings on crosscutting themes, though important, were considered not a priority area to be included in the Evaluation Report.</p>

EQ2. INTERNAL & EXTERNAL COHERENCE. To what extent was the Innovation Fund coherently designed and aligned with the main strategic frameworks of UNFPA?		
Dimensions	Coverage in the analysis / report	Comments
D2.1 Internal coherence between components of the Innovation Fund.	<ul style="list-style-type: none"> This dimension is covered in slide 28 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). Aspects related to the sequencing of the two components of the Innovation Fund is presented in the Evaluation Report, in section 3.1.3 under the sub-section “contributions to nurturing a culture of innovation” 	
D2.2 Internal coherence and integration between the Innovation Fund and other elements of the Innovation Initiative (e.g. networks of focal points, the innovation accelerator in Kenya and others)	<ul style="list-style-type: none"> This dimension is covered in slide 28 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). The findings in this slide are covered extensively in several sections of the Evaluation Report: <ul style="list-style-type: none"> Issues in terms of the links between the Innovation Fund and the ESA Network, including the iAccelerator, are covered in section 3.3.2 - The links between the Initiative and other innovation activities in UNFPA. Issues on the limited interaction between the Innovation Fund and other innovation activities across UNFPA are also covered in section 3.3.2 The finding (slide 28) on limited progress in IDWG Work Plan implementation (Initiative) restricting interactions between the Innovation Fund and the Initiative at large is covered in section 3.2 - On the links between the Innovation Fund and the Innovation Initiative. 	<p>This is one of the dimensions that took an increasing importance and prominence as the evaluation exercise went on.</p> <p>Note that this dimension covers aspects of the coherence in the design of the Innovation Fund, whereas sections 3.2 and 3.3 address the actual coherence and alignment in implementation.</p> <p>Also, the initial question looked at the relation between the Innovation Fund and the Initiative and innovation in UNFPA at large. The links between the Innovation Initiative and innovation in UNFPA were not yet prioritised at that stage, as the delimitation of what the Initiative is, came in at a later stage of the evaluation exercise.</p>
D2.3 Internal coherence: Alignment with key areas of UNFPA mandate, with the goals set forth in the Innovation Corporate Priority paper, and with the current Strategic Plan.	<ul style="list-style-type: none"> This dimension is covered in slide 28 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). The findings in this slide are covered extensively in several sections of the Evaluation Report: <ul style="list-style-type: none"> The actual alignment of the Innovation Fund with innovation as a Corporate Priority is related to the finding on the lack of a common understanding on the definition and scope of innovation, which is covered extensively in section 3.3.3 Obstacles to innovation in UNFPA. The actual alignment of the Innovation Fund with innovation as a Corporate Priority is also covered in section 3.1.3 – Nurturing a culture of innovation in the subsection on the baseline situation. Alignment with the Strategic Plan from the point of view of the design of Innovation Fund is covered in chapter 2, in all sub-sections (2.1, 2.2. and 2.3). Issues in terms of the actual alignment and its implication in practice are addressed in section 3.3.3 - Obstacles to innovation in UNFPA. 	

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<p>D2.4 External coherence: Alignment of innovative solutions with Sustainable Development Goals / Agenda 2030 / Post-2015 processes.</p>	<ul style="list-style-type: none"> • This dimension is covered in slide 29 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). • Actually, alignment to SDGs, Agenda 2030 etc. happened indirectly through the alignment of innovation solutions to country programmes. There were no major issues of misalignment. Given the two reasons provide in the next right cell, it was decided not to include this aspects in the Final Report. 	<p>This was an initial user information needs and expectations that became less crucial as input to the design of the new phase, for two reasons: (i) there was no evidence of misalignment; and (ii) the lack of a common understanding of the definition and scope of innovation (the key issue at stake), made it less relevant to assess alignment with higher-level goals (provided there were no misalignment problems, as it was the case)</p>
<p>D2.5 External coherence: Alignment with UN innovation principles.</p>	<ul style="list-style-type: none"> • This dimension is covered in slide 29 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). • The findings related to this dimension are covered in the Evaluation Report: <ul style="list-style-type: none"> ○ Considerations on the alignment of the deign of innovation projects with the Innovation Principles appear in two of the findings in section 3.1.3 under sub-section on “contributions to nurturing a culture of innovation” ○ One of the funding in sub-section “Insights on the limitations of the Innovation Fund to nurture a culture of innovation” is devoted to issues that impeded the application of the UN Innovation Principles. 	

EQ3. ORGANIZATIONAL CULTURE. To what extent has the Innovation Fund contributed to develop a culture that nurtures innovation within UNFPA?		
Dimensions	Coverage in the analysis / report	Comments
<p>D3.1 Examine to what extent the Innovation Fund has become “a mechanism for staff to generate, fund and implement innovative ideas” (Note: is the Innovation Fund acting as a catalyst for innovation (what are the reasons?); what makes this work in comparison to accounts where innovation happens outside the Innovation Fun?)</p>	<ul style="list-style-type: none"> • This dimension is covered in slides 30 and 31 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). • In the Evaluation Report, it is covered in some parts of section 3.1.1 - Outreach and use of the Innovation Fund, and particularly in sections 3.1.3 – Nurturing a culture of innovation and 3.1.4 Developing innovative solutions. • Moreover, specific aspects of why and how the Innovation Fund managed (or not) to become a catalyst for innovation are also addressed in section 3.1.5 – Learning from innovation. 	
<p>D3.2 Examine to what extent the Innovation Fund has contributed to changes in staff and organizational behaviour (management processes, administrative processes)</p>	<ul style="list-style-type: none"> • This dimension is covered in slides 30 and 31 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). • In the Evaluation Report this dimensions is mostly addressed in section 3.1.3 – Nurturing a culture of innovation, some aspects in section 3.1.4 Developing innovative solutions (sub-section: <i>insights on the limitations of the Innovation Fund to generate impact solutions</i>) and in section 3.1.5 Learning from innovation, particularly in the subsection “<i>Learning from success and failure</i>”. • Furthermore, limitations to changes and the factors behind are addressed in section 3.3.3 – Obstacles to innovation in UNFPA. 	

<p>D3.3 Examine to what extent the Innovation Fund contributed to build a UNFPA innovation brand among the wider development community.</p>	<ul style="list-style-type: none"> • This dimension is covered in the Presentation to the ERG (February, 2017) yet only indirectly. In slide 43 on preliminary findings makes a mention to the relationship between M&E systems and demonstrating results. These two elements, together “UNFPA brand for innovation”, constitute the measure, communicate and learn line of action in the theory of change (see volume 2) • This dimension is addressed in the Evaluation Report in the sub-section on M&E and branding, under section 3.1.5 - Learning from innovation.
<p>D3.4 Examine to what extent the Innovation Fund has contributed to or been a platform/gateway to build partnerships within UNFPA, with UN sister agencies, international organizations, academia and the private sector to develop / nurture a culture of innovation.</p>	<ul style="list-style-type: none"> • This dimension is covered in slide 28, 32 and 38 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). • This dimension is also addressed in the Evaluation Report in several of the findings of section 3.1.6 -Developing new partnerships.

EQ4. IMPACT ON MANDATE. To what extent has the Innovation Fund contributed to develop solutions with chances of impact and furthered progress towards UNFPA’s mandate through innovative solutions?		
Dimensions	Coverage in the analysis / report	Comments
<p>D4.1 Examine to what extent innovation solutions developed with the Innovation Fund’s financial assistance have been successful or have chances of being successful. (Note: innovative solutions with changes of being successful are those being currently implemented with no signs of experiencing drawbacks)</p>	<ul style="list-style-type: none"> • This dimension is covered in slide 32 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). • This dimension is addressed in the Evaluation Report in section 3.1.4 - Developing innovative solutions, and in particular in the sub-section “The innovative solutions generated with support of the Innovation Fund” 	
<p>D4.2 Examine to what extent innovation solutions developed with the Innovation Fund are having a demonstrable impact on the population, including women, young people and the marginalized.</p>	<ul style="list-style-type: none"> • This dimension is covered in slide 32 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). One of the findings in this slide is “Some of the projects have already shown tangible outcomes in target (vulnerable) populations”. • This dimension is addressed in the Evaluation Report in section 3.1.4 - Developing innovative solutions, and in particular in the sub-section “The innovative solutions generated with support of the Innovation Fund”. There is a finding on the likelihood of some specific projects to have a direct impact on women and young people. 	
<p>D4.3 Examine whether learning from failure is capitalized upon</p>	<ul style="list-style-type: none"> • This dimension is covered in slide 32 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). One of the findings in this slide is: “No evidence yet of capitalization of “failure” (<i>Failure as “no-learning/no-insights”</i>) 	<p>Learning from failure became a key aspect in the evaluation and the coverage of this theme went beyond the scope in this dimension (which only covers <i>impact solutions</i>). Learning from failure became a</p>

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	<ul style="list-style-type: none"> • In the Evaluation Report this aspect is covered in several sections: <ul style="list-style-type: none"> ○ In section 3.1.5 – Learning from innovation; in particular in the sub-section on “Learning from success and failure” ○ Failure is also addressed in section 3.1.3 – Nurturing a culture of innovation, where there is a sub-section on “insights on the limitations of the Innovation Fund to nurture a culture of innovation”. There are a number of findings related to assuming risks, accepting failure and the fail-fast concept. ○ Failure is also covered in some parts of section 3.3.3 - Obstacles to innovation, as it relates to recognition and incentives to innovate. 	<p>priority aspect to analyse for three reasons: (i) it is key in innovation; (ii) it was one of the core aspects behind the cultural changes intentionally sought by the Innovation Fund (identified when reconstructing the theory of change, which took place at the end of the analysis stage); and (iii) it emerged in the comparative analysis as an aspect of concern and paramount importance in all other UN agencies as well.</p>
D4.4 Examine to what extent the Innovation Fund has contributed to build partnerships to learn from and reinforce innovation.	<ul style="list-style-type: none"> • This dimension is covered in slide 42 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017); in the finding on cross-learning potential of the UNIN network. • This dimension is addressed in the Evaluation Report in the last finding in section 3.1.6 –Developing new partnerships. 	<p>Partnerships were an essential element in the innovation approach sought initially by UNFPA. However, the approach did not work. Reflecting on the reasons why became an aspect of crucial importance, and <i>partnerships</i> became a sub-section in the Evaluation Report (comprising the findings in dimensions D3.4, D4.4 and D9.4)</p>

EQ5. ORGANIZATIONAL EFFICIENCY. To what extent has the Innovation Fund contributed to increase organizational efficiency?		
Dimensions	Coverage in the analysis / report	Comments
D5.1 Check to what extent the Innovation Fund has contributed to increased adaptability in organizational effectiveness and efficiency ⁶ (as set out in the Strategic Plan) as well as its contribution “to improve programme delivery and operational efficiency in a creative manner” (UNFPA Innovation Concept Paper)	<ul style="list-style-type: none"> • This dimension is covered in slide 36 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). • This dimension is addressed in the Evaluation Report in sub-section “Innovative solutions on organizational efficiency”, under section 3.1.4 – Developing innovative solutions. 	

⁶ The term is referred in the UNFPA Innovation Concept Paper (September, 2014) and in the UNFPA Strategic Plan 2013-2017 as organizational effectiveness and efficiency. The term “effectiveness” has been omitted here because it is included in the previous evaluation question (EQ4).

EQ6. MANAGEMENT PROCESSES AND STRUCTURE. To what extent did management processes and structures allow for a satisfactory implementation of the activities of the Innovation Fund?		
Dimensions	Coverage in the analysis / report	Comments
D6.1 Examine to what extent the Innovation Fund's governance structure allowed an efficient, transparent and accountable implementation of activities.	<ul style="list-style-type: none"> This dimension is covered in slide 37 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). In the Evaluation Report this dimension is addressed in section 3.1.2 – Functioning of the Innovation Fund. 	
D6.2 Examine to what extent the organizational structure of the Innovation Fund allowed a satisfactory implementation.	<ul style="list-style-type: none"> The dimension is covered in slide 47 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). The preliminary findings were discussed with the ERG. The result of the discussions based on the evidence from the evaluations lead to non-conclusive findings. 	This dimension was included in all interviews with senior managers and it was part of the comparative analysis with other UN agencies. The dimension is not covered in the Evaluation Report because it was not considered a crucial input (partly due to the inconclusive findings) to the decision-making process to the next phase of the Innovation Fund.
D6.3 Examine the proper functioning of the Innovation Fund's monitoring system .	<ul style="list-style-type: none"> This dimension is covered in slide 42 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). One of the preliminary findings that emerged after data analysis was that there were "Issues with the appropriateness of M&E mechanisms (for projects, for the Fund, for accelerators). This has implications in terms of both performance and capturing learning across the Innovation Initiative" M&E systems for innovation appear in the Evaluation Report in a number of sections: <ul style="list-style-type: none"> The assessment of the Innovation Fund monitoring system is included in section 3.2 - On the links between the Innovation Fund and the Innovation Initiative. Yet, considerations on M&E systems are also addressed in sub-sections "Insights on the limitations of the Innovation Fund to nurture a culture of innovation" (under 3.1.3) ; "Learning from success and failure" (under 3.1.5) and "M&E and branding" (under 3.1.5) 	

EQ7. USE OF RESOURCES. To what extent were resources adequate, made available and used in a timely manner to support the implementation of the activities of the Innovation Fund?		
Dimensions	Coverage in the analysis / report	Comments
D7.1 Examine to what extent human resources were fit, timely and adequate for the implementation and performance of the Innovation Fund.	<ul style="list-style-type: none"> This dimension is covered in slide 38 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). This dimension is addressed in several areas of the Evaluation Report: <ul style="list-style-type: none"> It is directly addressed in section 3.1.2 – Functioning of the Innovation Fund. Then, it also appears in sections 3.1.3 – Nurturing a culture of innovation, under sub-section “Contributions to nurturing a culture of innovation”; in sub-section “Learning from feedback”, under in section 3.1.5 - Learning from innovation; and in section 3.1.6 - Developing partnerships, amongst others. 	
D7.2 Examine to what extent financial resources were timely and adequate for the implementation of the Innovation Fund’s activities.	<ul style="list-style-type: none"> This dimension is covered in slide 38 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). The dimension is addressed in section 3.1.2 – Functioning of the Innovation Fund. Some considerations on the financial characteristics of the budget for submitted proposals are presented at the end of section 3.1.1 – Outreach and use 	

EQ8. SUSTAINABILITY OF ORGANIZATIONAL CHANGES. What is the likelihood of the organizational changes (or processes of organizational change) generated by the Innovation Fund to be sustainable?		
Dimensions	Coverage in the analysis / report	Comments
D8.1 Examine how lasting are the changes (or processes of change) generated on the organizational culture (EQ3) and check whether there are any signs of relapse / risk of setbacks.	<ul style="list-style-type: none"> This dimension is covered in slide 39 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017) The dimension is addressed in several parts of the Evaluation Report, namely, sections 3.1.2 - Functioning of the Innovation Fund; section 3.1.3 Nurturing a culture of innovation; section 3.1.5 – Learning from innovation and section 3.3.4 - The links between the Innovation Initiative and relevant business units: the internal enabling environment for innovation in UNFPA. 	

EQ9. SUSTAINABILITY OF SOLUTIONS. What is the likelihood of the solutions implemented to consolidate, be replicated and scaled up?		
Dimensions	Coverage in the analysis / report	Comments
D9.1 Continuity. Examine to what extent innovative solutions being implemented have been linked or integrated into other initiatives (in cases where further development is required	<ul style="list-style-type: none"> This dimension is indirectly covered in slide 40 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). In the Evaluation Report integration of innovation projects is addressed in 3.3.2 The links between the Initiative and 	

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after the project)	other innovation activities in UNFPA and in subsection “Insights on the limitations of the Innovation Fund to nurture a culture of innovation”, under section 3.1.3 – Nurturing a culture of innovation.	
	<ul style="list-style-type: none"> • This dimension is covered in slide 40 of <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). 	
D9.2 Replicability . Examine to what extent innovative solutions (projects) are being replicated and/or the likelihood they will be replicated (uptake by other country offices or implementing partners)	<ul style="list-style-type: none"> • Replication is addressed in the Evaluation Report in sections 3.3.1- There is more to innovation in UNFPA than the Initiative and the Innovation Fund; 3.3.4 - The links between the Innovation Initiative and relevant business units: the internal enabling environment for innovation in UNFPA; and in the subsection on “insights on the limitations of the Innovation Fund to nurture a culture of innovation”, under section 3.1.3 – Nurturing a culture of innovation. 	
	<ul style="list-style-type: none"> • The dimension is covered in slide 40 of <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017) 	
D9.3 Scalability . Examine to what extent there is a system in place to enable scalability when projects are successful.	<ul style="list-style-type: none"> • Scaling up is addressed in several parts of the Evaluation Report: in the subsection “The innovative solutions generated with support of the Innovation Fund” under section 3.1.4 - Developing innovative solutions; in the subsection on “insights on the limitations of the Innovation Fund to nurture a culture of innovation” under section 3.1.3 - Nurturing a culture of innovation. Section 3.1.3 also includes considerations on the <i>design for scale</i> principle. Finally, considerations on scaling up are also addressed in section 3.3.2 - The links between the Initiative and other innovation activities in UNFPA. 	
	<ul style="list-style-type: none"> • This dimension is covered in slide 40 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). The finding “<i>scale up was a criteria but actual design for scale not always incorporated (a process that takes time)</i>” implied discussing partnerships in the context of scaling up, which is one of the core components of the <i>design for scale</i> principle. • In the Evaluation Report, partnerships in the context of continuity, replicability and scalability is present in sections 3.1.5 - Learning from innovation (sub-section on learning from success and failure) and section 3.16 - Developing new partnerships. 	Partnerships were an essential element in the innovation approach sought initially by UNFPA. However, the approach did not work. Reflecting on the reasons why became an aspect of crucial importance, and <i>partnerships</i> became a sub-section in the Evaluation Report (comprising the findings in dimensions D3.4, D4.4 and D9.4)
D9.4 Examine the role of partnerships and networking in promoting and enabling continuity, replicability and scalability.		

EQ10. SUSTAINABILITY OF CHANGES IN ORGANIZATIONAL EFFICIENCY. What is the likelihood of the changes in organizational efficiency being sustained?		
Dimensions	Coverage in the analysis / report	Comments
D10.1 Check whether the conditions are in place for changes in organizational efficiency (EQ5) to continue or whether progress could be affected by risks of setbacks.	<ul style="list-style-type: none"> • This dimension is covered in slide 40 of the <i>Presentation to the ERG of the preliminary findings and emerging issues</i> (13th February, 2017). As shown in the slides this dimension could not be assessed at the time of the evaluation. • This is the reason why it was not included in the Evaluation Report. 	There were two reasons why the dimension could not be assessed. The first is that it was too early i.e. organizational efficiency related projects were still halfway through implementation. The second is that there was only one

		organizational efficiency project being implemented at that time.
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EQ11. EVOLUTION AND USE OF THE INNOVATION FUND. How has participation and engagement with the Innovation Fund evolved throughout the five calls for proposals?	
Dimensions	Coverage in the analysis / report & rationale
D11.1 Examine the outreach of the Innovation Fund in terms of the proportion of offices participating and distribution of submitted proposals and funded projects by regions and country quadrants.	The presentation of preliminary findings to the East and Southern Africa (ESA) Innovation Workshop in November 2017 included a part called “correlation analysis”. This part presented some geographical data on the distribution of submitted project proposals by region. This part of the presentation generated special interest. During the data collection interviews several country and regional offices enquired about this aspect as well. This theme was thus included in the analysis and the <i>Presentation to the ERG of the preliminary findings and emerging issues (13th February, 2017)</i> featured a section on the evaluation and status of the innovation fund (slides 21-26). In this meeting there were further inquiries and interest with regards to regional differences in the use of the Innovation Fund. The back then new management of the Innovation Fund (a new Sponsor and a new Innovation Technical Specialist) shared the interest in this topic and it was therefore included in the Evaluation Report as section 3.1.1 - Outreach and use of the Innovation Fund.
D11.2 Examine what are the factors explaining the distribution and different levels of engagement with and use of the Innovation Fund.	

EQ12. HINDERING FACTORS TO INNOVATION. What are the factors that prevent staff from innovating and how do these factors operate?	
Dimensions	Coverage in the analysis / report & rationale
D12.1 Check whether there are any hindering factors preventing staff from innovating and examine these factors (causes, consequences, mechanisms)	As mentioned in the Evaluation report, all interview protocols for UNFPA staff, including the online survey included a question on obstacles to innovation. This question was posed with the objective of identifying areas for improvement, in line with the formative nature of the evaluation. This theme was included in the matrix with initial information needs and expectations from the users as pointer <i>P3.2.3 Check what are the incentives and obstacles for people to innovate, looking at factors encouraging and making staff reluctant to put forward innovative ideas.</i> This pointer was associated to dimension D3.2 Examine to what extent the Innovation Fund has contributed to changes in staff and organizational behaviour (management processes, administrative processes). Semi-structured interviews and the results of the survey questionnaire to non-participants to the Innovation Fund started revealing that there were a number of recurrent issues. Moreover, the organizers of the East and Southern Africa Innovation Workshop in Nairobi in November 2017 made a request that the presentation of preliminary findings focused on hindering and enabling factors to innovation, so that they could use the findings as an input to the development of the ESA regional network action plan. The organizers of the workshops included staff of the Innovation Fund (the main user of the Evaluation Report). The comparative analysis with other UN agencies revealed that the enabling and hindering factors to innovation were an aspect of paramount importance for all agencies. Given the importance of this theme for the design of the new phase of the Innovation Initiative (which would include mitigating measures) it was decided that it would be included in the Evaluation Report as section 3.3.3 – Obstacles to innovation in UNFPA

EQ13. LEARNING FROM INNOVATION. How is UNFPA, through the Innovation Fund, capturing and capitalising on learning accrued b by means of Innovation Fund experiences?	
Dimensions	Coverage in the analysis / report & rationale
D13.1 Examine whether and how learning from success and learning from failure is captured, shared and integrated into the organization, identifying the factors that enable or hinder the process.	Learning from innovation is a theme that appears throughout the initial matrix on information needs and expectations from the users. A number of pointers and dimensions include this area of analysis. For example, pointer P1.1.3 was about checking whether any screening was done to avoid reinventing the wheel and to connect to offices and units that might have already designed similar solutions for learning/synergies. Similarly, P3.1.2 looked for evidence/counterevidence of increased staff learning and capacity development on how innovation methods work; and pointer P4.1.4 checked whether learning had been accrued from successful (or partially successful) solutions. Moreover, dimension D4.3 and pointer P4.3.1 were about learning for failed projects and P9.2.3 checked whether country, regional and headquarter offices were documenting any learning generated by innovation projects.
D13.2 Examine whether and how learning from the implementation of projects and sharing of innovation experience. Identify the factors that enable or hinder the process (projects, innovation day) is integrated into the organization.	In this context this newly added evaluation question clusters all these learning-related elements in one single question, and expands the scope of the topic by also incorporating aspects such as the use of learning to build a UNFPA innovation brand.
D13.3 Examine whether and how learning from feedback on rejected projects proposals to the Innovation Fund is captured, shared and integrated into the organization. Identify the factors that enable or hinder the process.	There are three reasons why the topic <i>learning from innovation</i> was upgraded and given more importance in the Evaluation Report. The first is that according to the definition provided by UNFPA (in the Concept note on Innovation), a culture that nurtures innovation is a culture that learns from success and failure. At the time of reconstruction the theory of change of the Innovation Initiative (at the end of the analysis phase) this was made evident. The second reasons is that the team from the Programme Division working on the design of the new Strategic Plan showed a lot of interest on the situation of risk-taking (and assimilation of failure is very much related to this). The third reason is that interviews with other UN agencies in the framework of the comparative analysis revealed that this was a key aspect to look at, both at UNFPA and within the UN system as a whole.
D13.4 Examine whether and how learning from the implementation of innovation projects has been used to build a UNFPA innovation brand (as intended in the UNFPA Innovation Concept Paper, 2014).	It was therefore decided to include a full section 3.1.5 - Learning from innovation in the Evaluation Report, with subsections addressing learning from success and failure, learning from sharing of experiences, learning from feedback and learning applied to brand building.

EQ14. LINKS BETWEEN THE INNOVATION FUND AND THE INNOVATION INITIATIVE. To what extent has the Innovation Fund contributed to and coordinated with the Innovation Initiative?	
Dimensions	Coverage in the analysis / report & rationale
D14.1 What has been the role of the Innovation Fund as an implementation mechanism of the Innovation Initiative?	The initial matrix on information needs and expectations from the users includes a dimension, D.2.2, which addresses the internal coherence and integration between the Innovation Fund and other elements of the Innovation Initiative.
D14.2 To what extent and how has the Innovation Fund contributed to the achievement of the goals of the Innovation Initiative?	This aspect, initially included as a dimension of relevance, became a priority area. The new management of the Innovation Fund (in place since the end of the year) found it important to assess in detail the three levels of analysis in the scope of the evaluation. This meant putting more emphasis on the links between the Innovation and the Initiative and the links between the Initiative and Innovation in UNFPA at large. These three levels of analysis (and not only the performance of the Innovation Fund, the first level) were all relevant for the design of the new phase of the Innovation

	Initiative, which materialized in the UNFPA Innovation Business Case. In this framework the evaluation team added this evaluation question and incorporated one specific section in the Evaluation Report, 3.2 – On the links between the Innovation Fund and the Innovation Initiative.
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EQ15. LINKS BETWEEN THE INNOVATION INITIATIVE AND INNOVATION IN UNFPA. To what extent and how is the Innovation Initiative connected to other innovation activities in UNFPA and to areas that constitute the enabling environment for innovation?

Dimensions	Coverage in the analysis / report & rationale
D15.1 What other innovation activities are active within UNFPA and how do they interact / coordinate with the Innovation Initiative and the Innovation Fund?	<p>The initial matrix on information needs and expectations from the users includes a pointer, P2.2.2 looking at evidence of the degree of coordination and connectedness between the Innovation Fund activities and other innovation activities outside the Innovation Fund.</p> <p>As it happened with EQ14, the previous evaluation question, this aspect, became a priority area for the same reasons detailed above - the new management of the Innovation Fund (in place since the end of the year) found it important to assess in detail the three levels of analysis in the scope of the evaluation; this meant putting more emphasis on the links between the Innovation and the Initiative and the links between the Initiative and Innovation in UNFPA at large. These three levels of analysis (and not only the performance of the Innovation Fund, the first level) were all relevant for the design of the new phase of the Innovation Initiative, which materialized in the UNFPA Innovation Business Case. In this framework the evaluation team added this evaluation question and incorporated one specific section in the Evaluation Report, 3.3 – On the links between the Innovation Initiative and Innovation in UNFPA.</p> <p>This section clusters aspects of critical importance related to the enabling environment for innovation in UNFPA and consequently, of critical importance to the design of the next phase of the Innovation Initiative.</p>

Annex 6 The Evidence Table

The evidence table is an internal tool used by the evaluation team to compile the main pieces of evidence used to provide answers to all evaluation questions and dimensions. The purposes of this tool are to reinforce the validity of the findings in the analysis and ensure a systematic approach to the analytical framework.

Moreover the evidence table was used as a data entry tool to organize qualitative information. The evaluation team used manual coding to standardise raw data (through interview logbooks and documentation taxonomy). Although the evidence table includes evidence from documental sources and empirical observation, it was used mostly for individual and group interviews. Note that evidences from the comparative study between members of the United Nations Innovation Network (UNIN) are not included in the evidence table: they were drawn directly from the 45 items in the 11 comparative tables produced during the study.

This evidence table should be read alongside Annex 5, which includes the initial information needs and expectations from the users and the final evaluation matrix. The structure of the evidence table mirrors that of the final evaluation matrix (Annex 5.2)

EQ1. RELEVANCE TOWARDS THE NEEDS OF USERS. To what extent did the Innovation Fund correspond to the innovation needs of its intended users? ⁷	
Dimensions	Evidence collected to respond to the evaluation question/ dimension
<p>D1.1 Relevance of the Innovation Fund towards the needs for innovation in UNFPA country, regional and headquarter offices. (Note: differentiate tiers of needs within offices, that is, innovation focal points, programme offices, financial officers and senior management –representatives, assistant reps)</p>	<ul style="list-style-type: none"> • There is a bias towards technological solutions: <ul style="list-style-type: none"> ○ Innovation Fund Monitoring dataset: of the 149 project proposals submitted to the Innovation Fund 59 include either use of web-based platforms, online technologies or mobile applications in their designs. Of the 59 proposals, 32 are proposals featuring mobile applications. ○ Recurrently mentioned in country level interviews the word “Innovation” in proposals equates use of technology and ICT technologies: J07, J11, J15, ○ Also recurrently mentioned in headquarter level and regional level interviews: JL05; JL09; JL14; JL18; JL25; and JL35; • The Innovation Fund (open call for proposals) allows proposals to be grounded in the country context is seen, as a positive element. Interviews: JL38; J01; JL31; L29; JL39; JL48; J02; J04; L37; J28; J41; J63 and L44) • Innovation Fund projects are linked to country programmes as well as to work with implementing partners, this aligns the projects funded by the Innovation Fund with country and regional programmes – and thus country and regional needs (This is not what was encouraged by the Innovation Fund i.e. projects not included in country programmes) <ul style="list-style-type: none"> ○ Interviews mentioning regular projects bringing the word innovation forward (JL21; JL22; JL24; J02; J03; J07; J41) ○ Countries not clear on what to expect when UNFPA says innovative proposal (J41; J44; J04; J52) • The Innovation Fund is seen as relevant given the current pressing needs for resources (the Fund mainly seen as a resource mobilization Fund): <ul style="list-style-type: none"> ○ Main added value of the Innovation Fund being that it offered additional resources: L05, J63; J51; JL55; L18, L29, L30, L31, L33, L37, L38, L42, and L44. L13: resource to leverage other resources. • Technical feedback would have increased quality and relevance – an issue recurrently mentioned: informants make the point that it would have been very useful to receive feedback / short explanations on why proposals were not selected and accrue learning and improve quality of the proposals for the subsequent call for proposals (Interviews: J02; L05, J20, J41, J54, L31; J56, J57, J60, J63, J66)
<p>D1.2 Relevance towards the most pressing needs of women, young people and the marginalized (UNFPA target groups at mandate level)</p>	<ul style="list-style-type: none"> • Distribution of projects funded and implemented to data against thematic areas: of 19 projects implemented by the end of December 2016, 5 are about Adolescent Sexual and Reproductive Health (ASRH) and 3 about youth empowerment. (Source of evidence: Innovation Fund monitoring dataset). • Innovation project selection criteria do not include any of these elements as selection criteria (source: Innovation project selection criteria for the Innovation Fund).

⁷ The Innovation Concept Paper (September, 2014) and the Implementation of Stream Two of the UNFPA Innovation Fund (October, 2014) do not explicitly set forth the users of the Fund. Yet, it may be inferred through the text that country offices and UNFPA target groups at mandate level (women, young people, the marginalized) are the main intended users.

	<ul style="list-style-type: none"> • Gender and women needs are incorporated in most projects interviewed in thematic areas related to ASRH, Maternal Health, and humanitarian - as they UNFPA projects aligned with the mandate: Source: Interviews: J01; J04; L16; L19; JL38; JL39; JL42; L27; J21) • One of the funded projects focuses on gender equality, and two on maternal health, and incorporate the needs of women (Source: project proposals; Innovation Fund monitoring dataset; interviews J01; J04; L16; L19) • Final beneficiaries in some of the implemented projects show that the innovations being tested are relevant or very relevant to their needs. Interviews: L25; L26; L27; L36; L42; J10; J21 and J23. • A few projects were design with a specific intended focus on impact for marginalized groups. However, four of the projects funded by the Innovation Fund so far have direct opportunities for impact on vulnerable groups. The data and evidence collected by the formative evaluation in this topic has been analysed by Morgan McDaniel, intern from the Evaluation Office. See the document “Impacting marginalized and vulnerable populations through innovation. An analysis of UNFPA innovation projects”.
<p>D1.3 Incorporation of key crosscutting themes: gender-sensitivity; human rights; adolescent girls; and culturally sensitive issues.</p>	<ul style="list-style-type: none"> • Empowerment of young people, gender equality, and work on humanitarian setting addressing cultural aspects are found in the projects analyzed. Source: Innovation project tracking sheet. • Eight of the 19 projects being implemented to date address adolescent sexual reproductive health and empowerment of young people, with a focus on adolescent girls (source: Innovation project tracking sheet and interviews: J01; J04; L16; L19; JL42; JL38.

EQ2. INTERNAL & EXTERNAL COHERENCE. To what extent was the Innovation Fund coherently designed and aligned with the main strategic frameworks of UNFPA?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
<p>D2.1 Internal coherence between components of the Innovation Fund.</p>	<ul style="list-style-type: none"> • 26 country offices and Business units applied for innovation days and implemented the (source: Innovation Fund monitoring dataset) • Of these 26 offices 24 also submitted project proposals to the Innovation Fund (either before or after the Innovation Day). 2 offices conducted Innovation Days but did not present any proposals to the “project stream” component. (Source: Innovation Fund monitoring dataset) • In 23% of the cases, there is sequencing between the Innovation Days and the presentation of project proposals (no sequencing in 77% of the cases). (Source: Innovation Fund monitoring dataset) • When sequencing took place Innovation Days appear to have made it easier to present an innovative proposal and avoided project proposals detached from office teams (interviews L07; L12; J03; J20; J14; J01; J30) • Perception of high added value of Innovation Days even when no related to the submission of project proposals. Interviews: L07, L10, J27; L11, L12, J57; L16, L14, L02, L23, L38 and L44.
<p>D2.2 Internal coherence and integration between the Innovation Fund and other elements of the Innovation Initiative (e.g. networks of focal points, the innovation accelerator in Kenya and others)</p>	<p><i>Refer to dimensions D14.1 and D14.2 on evaluation question 14 (EQ14) below for extensive evidence on this point. EQ14 addresses the links between the Innovation Fund and the Innovation Initiative with a focus on the extent to which the Innovation Fund has contributed to and coordinated with the Innovation Initiative).</i></p> <p><i>The reasons why this dimension was expanded into an evaluation questions are explained in Annex 5.2</i></p>

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<p>D2.3 Internal coherence: Alignment with key areas of UNFPA mandate, with the goals set forth in the Innovation Corporate Priority paper, and with the current Strategic Plan.</p>	<ul style="list-style-type: none"> • One of the conceptual bases for the design of the Innovation Fund is the UNFPA Innovation Concept Paper of September 2014, which reflects UNFPA corporate thinking on how to approach innovation. • The UNFPA Innovation Concept Paper of September 2014, on page 13, established the link between innovation (and the design of the Innovation Fund) and other corporate priorities in UNFPA. • The Innovation Fund is fully aligned with the Strategic Plan 2013-2017. Pages 67,68 and 88 of the Strategic Plan and Annex 4 of the Strategic Plan (pages 28 and 29) refer the “Opportunities Fund”, which at a later stage became the Innovation Fund. • Alignment of submitted project proposals with UNFPA mandate is checked from the onset: One of the questions under section 1 – Justification of the Project Selection Criteria is: “Does the project contribute to UNFPA mandate and the effectiveness of UNFPA work?”
<p>D2.4 External coherence: Alignment of innovative solutions with Sustainable Development Goals / Agenda 2030 / Post-2015 processes.</p>	<ul style="list-style-type: none"> • Project Selection Criteria do not include any direct reference to SDG, Agenda 2030, and post-2015 processes. • Alignment to SDG, Agenda 2030, and post-2015 processes was not intentional and direct (it was not part of the selection criteria or the requirements of the calls for proposals). Yet, as mention previously innovation projects tend to be aligned to country programmes, which are aligned to the outputs and outcomes of the Strategic Plan – which by definition and design is aligned to the broader development processes. • There are no cases of reported misalignment (or arguments against proper alignment) in any of the more than 170 interviews conducted with UNFPA staff.
<p>D2.5 External coherence: Alignment with UN innovation principles.</p>	<ul style="list-style-type: none"> • Innovation principles are incorporated in the criteria for selection of proposals: One of the questions under section 3-Innovative of the Project Selection Criteria is: “Does the project correspond with the UN Principles for Innovation?” • Interviews with implemented projects (and review of the project proposals) show that the practical application of some of the principles is limited. In particular, the principles <i>design with the user</i> (JL48; JL36; JL33; JL38; JL39; JL49; JL46; J21, J23); <i>be data driven</i> (JL48; JL36; JL33; JL38; JL39; JL49; JL46; J21, J23; J73); and <i>design for scale</i> (JL39; JL34; J01; J04; J30; JL31; JL33; JL38). • Some indications of the reasons: time requirements, ideation requiring skills an a project approach to the Innovation Fund from participants side (Interviews: JL36, JL33; JL38: JL48)

EQ3. ORGANIZATIONAL CULTURE. To what extent has the Innovation Fund contributed to develop a culture that nurtures innovation within UNFPA?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
<p>D3.1 Examine to what extent the Innovation Fund has become “a mechanism for staff to generate, fund and implement innovative ideas” (Note: is the Innovation Fund acting as a catalyst for innovation (what are the reasons?); what makes this work in comparison to accounts where innovation happens outside the Innovation Fun?)</p>	<ul style="list-style-type: none"> • Many instances of country offices mentioning that the Innovation Fund has triggered discussions on new ideas and make conversations possible that have set the basis for new ways of thinking about project design and delivery (Interviews: L6; L16, JL31; JL38; L01; L02; L11; L14; L44; L41; J01; J02; J04; J11; J52; J20; J30; J41; J49; J54; J53; J52) • 990 UNFPA participated in the voting platform in the in the first call for proposals. In the fifth call there were to 4,128 staff. The number of cumulative votes in all five calls is 8,554 (source: Innovation Fund Secretariat data registries) • Instances explicitly stating that innovation days prompted staff in offices to think differently; enabled new spaces of dialogue about innovation and created new dynamics. (Interviews with country office staff: L01; L12; L11; L02; L16; L18; L05 L14; L44; JL26; J07; J26;

	<p>JL25; J11; J50; J52; J14; J27; J53; J03; JL29; J09; J22; J63. Interviews with implementing partners and other UN agencies attending innovation days: J08; J84; J48)</p> <ul style="list-style-type: none"> • In some field offices innovation days brought young people in for a horizontal dialogue with UNFPA staff - in line with design with the user principles. Interviews: J50; L11; L44; JL25; J14; J03; J07; J08; J11; J52; J27; J53; J30; J49) • Several examples of the Innovation Fund / innovation having generated enthusiasm to a point where there is a reconnection of the staff with their higher purpose. In other words, a reconnection and re-boosting of the motivations that prompted them to work for UNFPA. Interviews: J55; JL34; JL35; J01; J04; J03; J11; L18; L11; L24; JL33; JL31; JL02; J73; JL42; JL30; L21; J57)
<p>D3.2 Examine to what extent the Innovation Fund has contributed to changes in staff and organizational behaviour (management processes, administrative processes)</p>	<p><i>Some of the pointers for this question in the original evaluation matrix, mostly related to behavioural changes, are addressed in EQ12 and EQ13 (hindering factors to a culture of innovation and learning from innovation)</i></p> <ul style="list-style-type: none"> • No significant evidences found of examples of substantial changes in mindsets (in the way things were done) and in management systems and operating methods. • Some interviews show that when innovation days are part of a sequence starting with an innovation day but then follow up by other events, the influence on culture is more tangible (Interviews with country offices: J15; L42; J07; J50). In cases were not follow up was made, there was a fading out effect (Interviews: J03; J09; J14; J27; L11) • An indication that innovation projects are projects to be implemented rather than solutions that need testing is that in a number of cases submitted proposals that were not awarded by the Innovation Fund were submitted – as they were – to donors for funding (as projects), and/or scaled down and integrated into other ongoing projects (Interviews: L02; L01; L05, J02; J05; J07; J16; J61; J20; J03; J62; J63) • No evidence was found of scanning of good practices (across UNFPA) prior to the submission of proposals. • Most innovation projects (currently ongoing) are implemented in the context of ongoing country or regional programmes – there are three exceptions (Hack for youth, Data Bootcamp, Fellowship). • Most projects are implemented with regular partners (Interviews: L14; L16; JL36; JL48; JL39; JL38; JL42; JL41; JL34). There are a few exceptions such the partnership with Phillips in the Community Life Centres project in Kenya; the partnership with the Massachusetts Institute of Technology (MIT) in the context of the Hack for Youth project; the partnership with Media in the Gender Transformative Media Programming for Greater Male Involvement for Gender Equality; and the partnerships (rather collaborations) for mentoring with Linked and Google in the Young Fellowship Programme. • All projects include traditional budgets that translate into activity plans (none of the projects analysed has budget / expenditure link to testing phases or expenditure hinging on evidence of success of previous phases within the project) • Cases of project proposals being regular projects with innovative elements, often components of larger projects (JL36, JL33; JL38; JL42; JL48; J05) • With the exception of the Hack for Youth project none of the project being implemented was the result of a design thinking process or similar. In several cases it is about including new products or new campaigns into current/ongoing projects (Interviews: J52; L19; JL48; JL39; JL38; JL42; JL33; JL02; JL41; JL46; JL06; JL30; JL34). This has been detrimental to the (potential) degree innovativeness of the projects.

	<ul style="list-style-type: none"> • Several examples of innovation projects being motivated by a resource mobilization argument (Interviews: JL08; JL48; J51; L10; L03; J28; J60; J11; J52; J27; J66; J49; J54; J02; JL41; JL37; JL48) <p>In most of these cases project proposals incorporate innovative elements or slight variation in on-going projects (they do not include testing of completely new approaches or solutions) (Source: project proposals and interviews)</p> <ul style="list-style-type: none"> • Failing fast often equates stopping the project and retuning the remaining budget. This is often perceived as a sign of low-performance. Incentives to admit failure or to use failure as a source of insights are low (Interviews: L05; L02; L21; JL27; JL33; JL36; JL43; JL48; J17; J53; J63; J73) • The evaluation team did not find any indications of higher risk taking or failure being celebrated, recognized or at least positively acknowledged. • Some informants point they were quite reluctant to believe that the organization would allow failure to happen (Interviews L05; J52; JL27; JL37; JL33; J50; J43; J59; J56). In most of these interviews it is mentioned in one way or another that the use of a traditional project implementation funding mechanism did not pass the message that failure and higher risk was desirable. • Mentoring is often referred to by other UN agencies as an effective way to promote (cultural) changes in staff and promote risk-taking when it comes to innovation (JL40; JL51; JL50; JL13; JL47; L32). A few innovation projects supported by the Innovation Fund make use of mentorship: components among their activities: The Young Innovation Fellowship Programme; Mobilizing Young People project in Syria; Women Investing in Women and Hack for Youth also have mentoring components among their activities. • Some country staff interviews reveal that the Innovation Fund allowed them to take a higher than usual level of risk (Interview: J03; JL43; JL41; J11; JL42). Some interviews with business units at the headquarters state the same. Interview: JL30; JL02; JL29) • In contrast with the previous bullet point, members of the teams selecting the project proposals (Interviews: JL08; JL09; JL18; JL58; JL27; JL28; JL20; JL10; JL12; JL06) as well as senior management and country staff often admit that the proposals did not translate into proposals pushing the limits of business as usual (i.e. highly innovative proposals) (Interviews: J52; J05; J17J63; J69; J44; L16; L05; L30 and L38) • Case Study Series: The relevance of innovation to the UN – what has been tried, and what have we learned? United Nations Staff System College, 2017 (pages 9, 17 and 18): handling failure is a common concern of the UN System; risk aversion and bureaucracy are inhibiting factors to innovation in the UN System. • Innovation for International Development – Navigating the paths and pitfalls. NESTA. April 2016 (pages 100, 128): dealing with failure remains a critical challenge in international development; grants tend to focus on implementation and not on learning – making learning from failure difficult. • There is a debate on failing fast approaches in the public sector. Some point that innovation should be about adapting fast and learning fast rather than about failing fast: http://innovationexcellence.com/blog/2012/07/16/dont-fail-fast-learn-fast/; https://www.forbes.com/sites/robashghar/2014/07/14/why-silicon-valleys-fail-fast-mantra-is-just-hype/#3a13072224bc.
<p>D3.3 Examine to what extent the Innovation Fund contributed to build a UNFPA innovation brand among the wider development community.</p>	<p><i>Refer to dimension D13.4 below: “Examine whether and how learning from the implementation of innovation projects has been used to build a UNFPA innovation brand (as intended in the UNFPA Innovation Concept Paper, 2014)”. This is a dimension on evaluation question 13, which addresses leaning from innovation, and in particular, how UNFPA, through the Innovation Fund, is capturing and capitalising on learning accrued by means of Innovation Fund experiences.</i></p>

Formative Evaluation of the Innovation Initiative

<p>D3.4 Examine to what extent the Innovation Fund has contributed to or been a platform/gateway to build partnerships within UNFPA, with UN sister agencies, international organizations, academia and the private sector to develop / nurture a culture of innovation.</p>	<p><i>The reasons why this dimension was expanded into an evaluation questions are explained in Annex 5.</i></p> <ul style="list-style-type: none"> • Evidence found of partnerships with the private sector in some project: partnership with Phillips in the frame of the Community Life Centres project in Kenya (sources: JL20, JL43; J36; J01); the partnerships with the Massachusetts Institute of Technology (MIT) in the context of the Hack for Youth project (sources: JL35; J15; J52); partnership between UNFPA and LinkedIn in the framework of the Young Fellowship Programme (L29, L21); partnership between the UNFPA, Healthcare (Duke University) and with the Nailab start-up incubator in Kenya in the framework of the iAccelerator (sources: JL21; JL58; JL20; JL43; J42; and J35). • Some country offices report having invited non-traditional private sector partners in innovation days (sources: J26; J53; J63; J62; J11 and J50) • Partnerships within UNFPA: The regionalization increased the number of joint proposals in ECCARO and ASRO (Sources; J14; J69 and J75) • Due diligence process with private sector is not adapted to innovation framework due as private sector as a fund provider (J05; J12; J52; J53; J56; JL22, J59; J06 and JL53) • Non-financial partnerships are not recognized in the UNFPA system. Country offices embarking in innovative partnerships cannot report on them anywhere / reporting systems do not incorporate a channel to report on this and widespread perception that these type of innovative in/kind partnerships are not necessarily valued (JL33; J63; J50; J64; J12) • Policies and procedures do not list private sector as an Implementing Partner. There is no complete strategy on that at the moment on how to deal and engage private sector as an implementing partner (J37; L33; J63; J50; J64; J12) • Along these lines, several country offices in Africa and Latin America, pointed out the limitations of the current due diligence process with private sector is not adapted to innovation, given that private sector is considered a provider of funds (J05; J12; J52; J53; J50; J15; J03; J63; J27; J81; J57 and J64)
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EQ4. IMPACT ON MANDATE. To what extent has the Innovation Fund contributed to develop solutions with chances of impact and furthered progress towards UNFPA's mandate through innovative solutions?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
<p>D4.1 Examine to what extent innovation solutions developed with the Innovation Fund's financial assistance have been successful or have chances of being successful. (Note: innovative solutions with changes of being successful are those being currently implemented with no signs of experiencing drawbacks)</p>	<ul style="list-style-type: none"> • 7 projects (implementing proofs of concept) supported by the Innovation Fund show evidence of progress • Portable Mobile Learning System rolled out in 22 health centres and midwifery training sites in rural areas of Tanzania and Ethiopia (source: Progress reports and interviews J01 and J04). Project data and direct interviews with midwives and healthcare workers (the beneficiaries) show high acceptance and usability, and a growing demand for the device (Group interviews J21 and J10) • Mobilizing Young People project in Syria: the project has allowed young people to access seed funding, mentorship and developed partnerships to start a business of their own (Interviews with beneficiaries L26 and L27 and interviews with project staff JL42; L18, L34). The approach is new to the country office and has proved successful in a context of crisis. The project has extended to Homs and Tartous reaching a total of 304 applicants and 81 selected participants. Reportedly, other UN agencies have expressed interest to replicate the approach in rural areas (L18). 70% of Damascus participants were internally displaced people and 70% were women. • The Young Innovators Fellowship Programme: rolled out with eight initial fellows with positive results to date (Group interview L25).

	<p>The project’s partnership with the private sector to provide mentorship to participants is being successful (L29; JL30; L21). An online social media campaign developed by one of the fellows (#7DaysOfMakeUp) has generated 11,7 million potential impressions. The possibility of incorporating the programme as a regular practice in the Human Resource Division is being discussed (JL30; L21).</p> <ul style="list-style-type: none"> • ASRH Information project in South Africa: 52,783 actively registered users, with 679 referrals to iLoveLife done by the nurses in the 40 pilot clinics, who has also administered 125 procedures (Source: project data presented at the Innovation Talk Series). There are indications of acceptance and uptake (interview J23 with intermediate government users; an interview J19 with implementing partner) • The dignity kit project in Malawi has distributed over 2,000 menstrual cups in November 2016 and monitoring data shows that there was a high acceptance rate and usage of the cups (Progress reports and interviews L19 and L16). UNICEF has reportedly expressed the interest in taking part of the project to expand the outreach (L19; L16) • The Gender Transformative Media Programming has launched the campaign for the TV Show around fatherhood and gender awareness. The campaign had been very well received, with high attendance from famous people and politicians. The TV show was about to be broadcasted in the local TV (Progress reports and interview JL31). • The UN Shared Vehicle Pool has been rolled out in five countries, with a combined vehicle pool of 124 cars. First data released (Interviews J25 and J70 with implementing partner) show results in terms of driver behaviour, with substantial reductions in harsh driving accidents (up to 98% in some pilot countries) and increased safety and security of staff and vehicles. There are indications that optimizing fleet utilization could result in reductions of up to 10% in number of vehicles. This suggests the possibility of substantial cost savings for the UN (Interviews J46, J29 and J49).
<p>D4.2 Examine to what extent innovation solutions developed with the Innovation Fund are having a demonstrable impact on the population, including women, young people and the marginalized.</p>	<ul style="list-style-type: none"> • It is too early to talk about actual impact. Having said that, there are four of the projects (of the seven above) that included vulnerable populations among their target users. Also, as shown above, these projects show indication of successful proofs of concepts and therefore, could be conducive to generate impact on vulnerable populations (including women, young people and the marginalized). These four project are: Mobilizing Young People project in Syria; Portable Mobile Learning System; The dignity kit project in Malawi; and ASRH Information project in South Africa) • All the data and evidence (interviews with beneficiaries and monitoring data on outputs) collected by the formative evaluation in this topic have been analysed by Morgan McDaniel, intern from the Evaluation Office in the document: “Impacting marginalized and vulnerable populations through innovation. An analysis of UNFPA innovation projects”. This report shows evidence that these two projects have chances of generating demonstrable impact.
<p>D4.3 Examine whether learning from failure is capitalized upon</p>	<p><i>Refer to dimension D13.1 on evaluation question 13 (EQ13) below for extensive evidence on this point. EQ14 addresses learning from innovation and inquires about how UNFPA, through the Innovation Fund, is capturing and capitalising on learning accrued b by means of Innovation Fund experiences.</i></p> <p><i>The reasons why this dimension was expanded into an evaluation questions are explained in Annex 5.2</i></p>
<p>D4.4 Examine to what extent the Innovation Fund has contributed to build partnerships to learn from and reinforce innovation.</p>	<ul style="list-style-type: none"> • UN sister agencies, members of the United National Innovation Network, would be the natural partners for UNFPA to establish partnerships to learn from innovation – given that some of these agencies have already gone through some of the stages that UNFPA is going through at the moment (source: 11 comparative tables) • There have been joint activities and actions about not learning-oriented partnerships. But there is no evidence of substantial interactions and technical discussions on innovation-specific topics of relevance such as innovation labs, accelerators, approaches to working with

	<p>start-ups and monitoring and evaluation of innovation (Interviews: JL32; JL44; JL45; JL47; JL50; JL51; J152; J13; J45)</p> <ul style="list-style-type: none"> • There have been interactions with the innovation ecosystem in the UN system and with the sexual reproductive health innovation ecosystem through participation in international events: the Social Enterprise Bootcamp in Washington (2014); the World Summit on Innovation and Entrepreneurship in New York (2014); the Global Health and Innovation Conference at Yale University in 2015. (Source of evidence: Innovation Fund monitoring system – communication folder) • Example of an inter-agency collaboration on innovation with other UNIN members (UNICEF, WFP, UNCHR and the UN Global Pulse): UNFPA has participated in the four UN Data Innovation Lab workshops conducted to date on data for decision-making (http://undatainnovationlabworkshop.wikispaces.com/) • Innovation Fund Secretariat at UNFPA participates in the meetings of the UNIN and sits in the steering committee of the Global Alliance for Humanitarian Innovation.
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EQ5. ORGANIZATIONAL EFFICIENCY. To what extent has the Innovation Fund contributed to increase organizational efficiency?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
<p>D5.1 Check to what extent the Innovation Fund has contributed to increased adaptability in organizational effectiveness and efficiency⁸ (as set out in the Strategic Plan) as well as its contribution “to improve programme delivery and operational efficiency in a creative manner” (UNFPA Innovation Concept Paper)</p>	<ul style="list-style-type: none"> • 12 proposals of the 149 proposals submitted to the Innovation Fund were proposals on operational efficiency ((Source of the evidence: Innovation Fund monitoring dataset) • Of these 12 proposals, 8 came from business units in the headquarters. These 8 proposals were submitted during the first three calls for proposals launched by the Innovation Fund (Source of the evidence: Innovation Fund monitoring dataset) • Of all the projects funded by Innovation Fund to date, two were on organizational efficiency. This represents a 9% of the funded projects. One of them, the Face-to-Face project was stopped before funds were released. The other project, the UN Shared Vehicle Pool, has been implemented with success (source of evidence: interviews J37; JL01; JL03; J46; JL49; J29; J48; J25; and J70; also monitoring reports for the UN Shared Vehicle Pool and implementation data from Mixtelematics, the implementing partner for UN Shared Vehicle Pool) • Interviews hint at procurement operations being regular large operations not allowing for experimentation without proper spaces to that purpose as one of the factors that explains the extremely modest role of organizational efficiency proposals in the Innovation Fund (source of evidence: interviews JL29; J09; J22; and J18). • Humanitarian: there is no substantial communication between the Humanitarian and Fragile Contexts Branch and the Innovation Fund (J71, JL19). There is representation of Humanitarian in the IDWG, but involvement could not be very intense due to workload issues. There are projects in humanitarian settings being implemented by the Innovation Fund but there is no dialogue or interaction with the Humanitarian Branch to discuss learning or similar. • No links with the Global Humanitarian Lab. The Innovation Fund Secretariat sits in the steering committee of the Global Alliance for

⁸ The term is referred in the UNFPA Innovation Concept Paper (September, 2014) and in the UNFPA Strategic Plan 2013-2017 as organizational effectiveness and efficiency. The term “effectiveness” has been omitted here because it is included in the previous evaluation question (EQ4).

	Humanitarian Innovation, a platform to exchange information and lessons among the Humanitarian Community (L01; J71; JL19)
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EQ6. MANAGEMENT PROCESSES AND STRUCTURE. To what extent did management processes and structures allow for a satisfactory implementation of the activities of the Innovation Fund?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
<p>D6.1 Examine to what extent the Innovation Fund's governance structure allowed an efficient, transparent and accountable implementation of activities.</p>	<ul style="list-style-type: none"> • The Innovation Fund features clear well documented processes (written and available) (Sources: Innovation Hub; Guidelines provided by the Innovation Fund Secretariat, emails received by UNFP staff; YouTube videos explaining the process) <ul style="list-style-type: none"> ○ The procedures in the first four calls for proposals were made available in the email what that the Innovation Fund Secretariat sent to all UNFPA staff. In the fifth call for proposals guidelines for applicants were produced and published. ○ All the information derived from calls for proposals (project proposals, feedback on proposals) is available in the Innovation Hub (in the UNFPA intranet). • There perceptions of a very transparent process (deadlines criteria, steps, with constant updates, and with available information based in documents (Interviews L09; L15, L18; L05; L22; JL31; JL33; JL38; J02; J05; J09; J20; J27; J30; J53, J62; J66). • There are also perceptions that although a general email with the next steps was received, no feedback was received on how to improve proposals (Interviews L02; J03; J63; J50; J17; J20; J28; J41). • In contract, some offices mention that feedback was received with clarifications added (JL31; J02; JL38) • Some informants point out that the process was best communicated when the regional offices got actively involved in the fifth call for proposals (regionalization of calls for proposals). Interviews: L09; L43; J59; J47; J51). The closer the interviewee is to the 5th call for proposals the clearer was the process. The most satisfied refer to the regional office as great help to put the proposals together in the 5th call for proposals (source: comparison by the evaluation team using the Innovation Fund monitoring data and the interview logbooks) • Several countries explicitly mention they did not know where relevant information was /where to find it; the Innovation Hub is not easy to find (Interviews non J49; J04; J50; J62; L07; J51; J02; J07; L05; L24; J30; J27; J49) • Several countries did not know about the Innovation days but seemed attracted to the idea when briefed about it in the evaluation interviews (J47; J55; J56; J61; J62; J47) • The voting platform is seen as a positive participative process by some country offices (Interviews with country and regional offices: L09; L21; J14; J76; J44; J20; J63); Interviews with IDWG members: JL02; JL10; JL22; JL28) • In contract, others informants were not clear on how the online voting system worked (misunderstandings and misconception), and whether it would contribute to the actual funding of the proposals (Interviews: L12; L07; L03; L07; L02; J17; J47; J63; J66; J28). This leads to confusion and at times perception of inequitable treatment for smaller countries that did not have as much votes as bigger or to types of projects that were awarded. • A large number of UNFPA interviewed is of the opinion that the innovation Hub is not user-friendly, not intuitive but rather a

	<p>repository for internal use. Interviews show that the Innovation Hub is not the most common way of accessing communication (Interviews: L01; L02; L03; L04; L05; L06; L07; L08; L09; L10; L11; L12; L13; L14; L15; L16; L17; L18; L19; L20; L21; L22; J07; J28; J04; J61; J02; J05; J20; J30; J17; J49; J66; J41). The fact that user are unaware results in low ownership of the users of the Innovation Fund (the information is there but it is not accessed by the users).</p> <ul style="list-style-type: none"> • The management process is often perceived as cumbersome and lengthy in an innovation setting (Interviews with country offices: JL33; JL38; JL48; L19; L21; L05; J60; J54; J57; J63; J53; J11). Interviews with business units at the headquarters: L19; J40; J67; J71; J74. Interviews with IDWG members: JL18; JL24; JL27; JL28; JL10; JL09. Interviews with private sector companies familiar with the UNFPA process (L23; JL62) • Quarterly update meetings (two to three-hour video meeting updates taking place every quarter) are perceived as too lengthy and too time consuming (Interviews with project staff: L25; J01; J04; JL35; JL34); Interviews with IDWG members: JL19; JL09; JL10; JL27; JL12; JL05) • Improvements made in the last / fifth call for proposals. A few issues remained critical such as language barriers (documentation in English only) and the issue on the voting system (Interviews: L04; L12; L05; L17; J20; J17; J63). (Other sources: New Guidance document; Innovation IDWG work plan 2016 meeting) • There is a lack of communication about what happens in the last part of the selection process (and how the governance structure works at that level) – this which led to missing important dialogue opportunity to improve some proposals. Awarded projects are communicated but no feedback on non-awarded projects is not received (Interviews: L02; L01; L07; L10; L12; L13; L15; J05) • According to the Innovation Fund Secretariat (Interviews JL53; JL01; J15) feedback is provided to those reaching the final stage but not being finally selected (recommended by the IDWG to the Strategy Board). Specific feedback is not provided to proposals not going through the IDWG selection (they are informed of the selected proposals but not specific feedback is provided on the proposals). • Review panels members in regional calls for proposals could present innovation proposals, and step out of the room when their proposal was assessed. Interviewed members (J59; JL18; JL27; JL09; JL46) perceive there is room for conflict of interest (possibility of their proposal to be treated more favourable than a blind proposal) • In the first call, IDWG members prepare four proposals. The amounts were considerable (1,13 million). “Allowing IDWG members to presented proposals was a conflict of interest and the go-out-of-the –room is too narrow a solution (IDWG vote on others, even if they vote their own proposal). Vote may not be fully free – unconscious bias. Submitter and reviewers should be separated (Interview J32) • The evaluation team conducted a logistic regression model, calculating the statistical significance of the odds of being awarded if one is a member of the IDWG against the odds of not being a member. This was done in order to triangulate with the qualitative data (opinions and impressions of conflict of interest being materialized). The result of the test (see Statistical Analysis in Annex 8) shows that there is no statistical evidence that conflict of interest materialized in terms of more proposals being awarded to IDWG members. • The fact that proposals had to be in English, together with the fact they had to be written (as opposed to pitched, for examples) is perceived as procedural stumbling block to the quality of the proposals (Interviews with applying country offices: J07; J20; J62; JL56; with IDWG members: J52; JL28; JL22; JL23)
<p>D6.2 Examine to what extent the organizational structure of the Innovation Fund allowed a satisfactory implementation.</p>	<ul style="list-style-type: none"> • The result of the discussions based on the evidence from the evaluations led to non-conclusive findings. This topic was included in all interviews with senior managers at country, regional and headquarters level: Senior management at headquarters level (Interviews: JL60; JL61; JL02; J33; JL15; J24); senior management in regional offices (Interviews: J39; J75 and J82); senior management at country

	<p>offices (Res Reps) (Interviews: J12; J55; J43; J62; J80; J60).</p> <ul style="list-style-type: none"> • No evidence was found in any interviews and documents that the current location of the Innovation Unit in the Technical Division has caused any stumbling blocks of any kind in the implementation of the Innovation Fund • In most of the cases there was no specific opinion from senior management on what would be the optimal organizational structure position of an Innovation Unit in UNFPA. • A preference of a structure more linked to senior management (Office of the Executive Director) was preferred in some cases under the argument that the closer to the high management the better to push innovation forward (J75; J80). Other informants are of the opinion that the fact it would be located at the Executive Office could be a risk, given their workload and broad portfolio (JL02; J24). The rest of the informants were of the opinion that it seems appropriate as it is now. • The comparative tables for the 11 analysed UNIN agencies (section 2.2.) look at how and where is the innovation function housed and the rationale, pros and cons, flexibility and integration aspects (this was part of the comparative analysis with other UN agencies). The comparative analysis should that there are many options when it comes to organizational structures for innovation, and that often , those structure change and evolve as innovation progresses within the organization – as shown by the cases of UNICEF; UNDP; OCHA; WFP.
<p>D6.3 Examine the proper functioning of the Innovation Fund’s monitoring system.</p>	<ul style="list-style-type: none"> • The Innovation Framework did not have an assessment performance framework in place: <ul style="list-style-type: none"> ○ The analysis of the document “key considerations for a monitoring and evaluation framework” shows that it included some elements such as the requirement to evaluate, some indicators on the management of the Innovation Fund; some indicators on allocation of resources (input level); and also some output /outcome level indicators such as the share of projects that successfully built new partnerships and the share of projects that lend themselves to scalability. ○ No outputs and outcomes are identified in the “key considerations for a monitoring and evaluation framework” • Interviews with Innovation Fund staff reconfirm that the framework was not further developed. There was no system in place to collect data on indicators. Interviews: JL01; JL02; JL03; J06; JL53; J33; J15 and J83. <p>At the Innovation Fund project level:</p> <ul style="list-style-type: none"> • Monitoring frameworks for innovation projects focus on activities and expected outputs. They are activity based Monitoring and Reporting systems (Source: Quarterly progress report; Project proposals submitted; Interviews: JL30; JL34; J01; J04; JL41, L14; JL39; JL35; JL48) • Data on outcomes though have tended to be collected at the end of the implementation in the best of cases (only examples: JL35; JL73; JL49). There is no testing on what works on the basis of measured changes in user uptake and behaviour. • Some projects point out that the skills to develop outcome-based M&E systems were not available in the country office (Interviews: J73; JL35; JL38; JL34) • The Innovation Fund does not have a component to provide technical assistance (this is because the Innovation Fund cannot hire consultants and the innovation specialist was the only dedicated staff) (Interviews: J83; JL01; JL06) • None of the current 19 projects being implemented is reporting on unintended and unexpected outputs and outcomes (Source: project

	proposals and quarterly updates / progress reports).
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EQ7. USE OF RESOURCES. To what extent were resources adequate, made available and used in a timely manner to support the implementation of the activities of the Innovation Fund?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
D7.1 Examine to what extent human resources were fit, timely and adequate for the implementation and performance of the Innovation Fund.	<ul style="list-style-type: none"> • Shortages of staff and related time constraints are mentioned in a number of interviews with country offices when it comes to participating in the Innovation – putting together a proposal (L05; L01; L06; L09; L14; L19; J07; J11; J28; J02; J27; J30; J49; J57; J53; J54). Shortages of staff also behind the decision not to implement innovation days. • Several projects raised concerns about the lack of time / staff to implement and specially supervise the projects (L21; L22; JL34; J01; J04; J35; JL39) – comments made most by innovation project focal points. • Recurrently mentioned that IDWG members have to review of 30 project proposals of 20 pages each in two-week periods, which is considered excessive for most IDWG members (JL17; JL18; JL19; J72; JL10; JL12; JL34; JL26; JL28). Also recurrently mentioned that this somehow displaced their strategic role as advocates of innovation. • The highest rate of attendance in quarterly report meetings is one-third of the members of the IDWG. This information is based on the reports available for the periods: Q2 2015, Q3 2015, Q4 2015 and Q2 2016 (Source: attendance lists included in the minutes of quarterly update meetings) • Of the more than 20 participants to the latest IDWG strategic retreat in February 2017, only three had also participated in the previous IDWG retreat in 2015 (Updated Vision of Innovation) (Source: attendance lists of the two retreats) • There are staff constraints at the Innovation Fund Secretariat: 1 full time person; the Innovation Manager devotes 50% of his time (20% in reality, according to his counts). The Fund Manager has travel restrictions and competing demands (reason for the 20%) (Sources: several interviews with the Fund Manager and other Innovation Fund Secretariat Staff) • KPMG, Google and Facebook have approached the Innovation Fund Secretariat to discuss possibilities of collaboration. The Secretariat did not have enough staff to respond to these demands (JL03; JL53; JL01; JL02). The relevant responsible technical units in UNFPA decline the invitation to collaborate in all these instances (J83; JL01; JL03; JL53) presumably due to lack of time to devote to the endeavour. • Online survey questionnaire to non-applicant reveals that the main reasons why they did not submit a project proposal were lack of time to discuss whether to apply, not enough staff to prepare the project proposal and lack of time to discuss the project proposal (Source: online survey questionnaire results) • The Innovation Fund does not contemplate the recruitment of external experts (Interviews: JL11; J83; JL03; JL53; JL01)
D7.2 Examine to what extent financial resources were timely and adequate for the implementation of the Innovation Fund's	<ul style="list-style-type: none"> • In the majority of the implemented projects funds have been timely available (Sources: 17 projects interviewed did not report any incidence; Quarterly progress reports for the period October-December 2016 do not report any incidence in this regard).

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activities.	<ul style="list-style-type: none"> • Issues with late arrival of funds are reported only in the project implemented in Indonesia - delays due to late arrival of funds shortened the project's implementation span but did not cause any stumbling blocks in implementation (Source: project focal point)⁹ • It is not possible to assess to what extent available funds are being utilized (rate of expenditure) due to consistency issues between GPS data and the data from the Innovation Fund.
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EQ8. SUSTAINABILITY OF ORGANIZATIONAL CHANGES. What is the likelihood of the organizational changes (or processes of organizational change) generated by the Innovation Fund to be sustainable?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
<p>D8.1 Examine how lasting are the changes (or processes of change) generated on the organizational culture (EQ3) and check whether there are any signs of relapse / risk of setbacks.</p>	<ul style="list-style-type: none"> • As mentioned in EQ3, changes in culture are only evident in terms of acceptance of new ideas and approaches. As mentioned above, the Innovation Fund has generated a significant momentum in this regard. One of the risks that could adversely affect such momentum is the fact that the knowledge base generated by the Innovation Fund is not being used: Only few country offices mention they went through the proposals of previous calls available in the Innovation Hub. They say it was inspirational and useful (Interviews J30; J81 and J02). However, <u>all</u> the proposals sent to the Innovation Fund throughout the five calls for proposals to data are available in the Innovation Hub, in a context where only four country offices of the 72 interviewed reported having accessed and used the Innovation Hub (Interviews: L08; J30; J81 and J02). <p>Two additional relevant points (also presented in D13.3 below:</p> <ul style="list-style-type: none"> • Recurrently mentioned that technical feedback on rejected proposals would have increased quality and relevance of subsequent proposals (Interviews: L05; J02; J20, J41, J54; J56; J57; J60; J63; J66; L10; L30). In all these interviews it is mentioned that it would have been useful to receive feedback / short explanations on why proposals were not selected and accrue learning and improve quality of the proposals for the next call for proposals. Innovation Fund not perceived by users as a mechanism to promote learning in this regard. • Recurrent perception that: rejected proposals have not been capitalized for learning in a context where they could have been brought together through a webinar. To share the learning or similar proposals could have been put together intra-region, which could have promoted a culture of innovation (J16; J20; J41; J49; J81; L24; L31; L38; L03; and L05)

EQ9. SUSTAINABILITY OF SOLUTIONS. What is the likelihood of the solutions implemented to consolidate, be replicated and scaled up?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
<p>D9.1 Continuity. Examine to what extent innovative solutions being implemented have been linked or integrated into other initiatives (in cases where further development is required after the project)</p>	<ul style="list-style-type: none"> • The innovation in the ESA region is playing a role in knowledge and experience sharing resulting from innovation, which increases the chances of linkages between initiatives within the region (Interviews: JL21; J58; JL43; J63; J07; J61; J51; J15; J03, J01 and J04) • As mentioned above in EQ3, most innovation projects (currently ongoing) are implemented in the context of ongoing country or regional programmes – there are three exceptions (Hack for youth, Data Boot camp, Fellowship). A great deal of these projects is implemented with regular partners (Interviews: L14; L16; JL36; JL48; JL39; JL38; JL42; JL41; JL34), and they are several cases of project proposals being regular projects with innovative elements, often components of larger projects (JL36, JL33; JL38; JL42; JL48; J05). This

⁹ The interview code is not provided to guarantee the confidentiality of the interview/informant.

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	<p>scenario is conducive to integration into other initiatives.</p> <ul style="list-style-type: none"> • Many country offices mentioned elements of integration between the innovation projects and ongoing country programmes, which indicates that continuity should not be a problem if funds are made available (Interviews: L04, L21, L16, J01; J04; J62; J50; J59; J03; L18, L19, L20, L21, L26, L27, L34)
<p>D9.2 Replicability. Examine to what extent innovative solutions (projects) are being replicated and/or the likelihood they will be replicated (uptake by other country offices or implementing partners)</p>	<ul style="list-style-type: none"> • The possibilities of replicating the approaches tested by the implemented projects have been discussed already in two of them: Johnson and Johnson is interested in replicating The Portable Mobile Learning System in other parts of the country in Tanzania (Source: interview with project staff)¹⁰; and the Social mobilization project in Syria has spurred the interest of other UN agencies (Source: interview with project staff). The Yong Fellowship Programme has caught the interest of donors and conversations are ongoing on whether to integrate it in Human Resources. • A few country offices mentioned having gone through the proposals of previous calls made available in the Innovation Hub in the UNFPA intranet. They mentioned having been inspired and having learned from other approaches (J02; J27; J30; J81; J47). This channel could become a source to inspire replicability of approaches, however, the Innovation Hub is underused in this regard. • In projects in which proofs of concept are successful, considerations on scaling and replication are being done for the first time close to the end of the completion of the project (as opposed to having applied the <i>design for scale</i> innovation principle). Interviews: L14; L16; J01, J04; JL34; JL39)
<p>D9.3 Scalability. Examine to what extent there is a system in place to enable scalability when projects are successful.</p>	<ul style="list-style-type: none"> • 7 projects (implementing proofs of concept) supported by the Innovation Fund show evidence of progress and stand as potential candidates for a transition-to-scale phase (Interviews: L14; L16; JL35; J15; L35; L36; JL42; L18; L26; J25; J70; J46; J29; JL30; L21; JL34; J01; J04. Other sources: interviews with users; and output data provided by the projects directly or through quarterly report updates) • At the moment the Innovation Fund does not feature any scalability framework or scalability assessment criteria (Interviews: J83; JL53; J15)
<p>D9.4 Examine the role of partnerships and networking in promoting and enabling continuity, replicability and scalability.</p>	<ul style="list-style-type: none"> • Several of the points on partnerships in sections D4.4 and D3.4 below are also applicable to partnerships for replicability and scale up. The evaluation team did not find evidence to date of collaborations with UN sister agencies implying any partnerships promoting replicability or scalability of currently implemented solutions. • The evaluation team did not find evidence of replicability or scalability specific partnerships among any of the projects being implemented (exceptions: CLC project in partnerships with Philips in Kenya)

¹⁰ The interview code is not provided to guarantee the confidentiality of the informants.

EQ10. SUSTAINABILITY OF CHANGES IN ORGANIZATIONAL EFFICIENCY. What is the likelihood of the changes in organizational efficiency being sustained?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
D10.1 Check whether the conditions are in place for changes in organizational efficiency (EQ5) to continue or whether progress could be affected by risks of setbacks.	<i>This dimension cannot be assessed at the time of the evaluation. There is one organizational efficiency project being implemented at the moment and is halfway through implementation at the time of data collection for the evaluation. The changes in organizational efficiency have not yet happened.</i>

EQ11. EVOLUTION AND USE OF THE INNOVATION FUND. How has participation and engagement with the Innovation Fund evolved throughout the five calls for proposals?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
D11.1 Examine the outreach of the Innovation Fund in terms of the proportion of offices participating and distribution of submitted proposals and funded projects by regions and country quadrants.	<ul style="list-style-type: none"> • Participation in the Innovation Fund in terms of country offices: 67 field offices of a total of 121 field offices in UNFPA (source of verification: Innovation Fund monitoring dataset) • Participation in headquarters: 12 business units (source of verification: Innovation Fund monitoring dataset) • The number of project proposals has increased throughout the period: from 14 in the first call for proposals to 60 in the last call for proposals (source of verification: Innovation Fund monitoring dataset) • The average budget for the 149 proposals submitted is USD 225,000.00. The standard deviation is USD 268,917.50. The median for the budgets of the submitted proposals is USD 137,500 (descriptive statistical analysis applied to the Innovation Fund monitoring dataset) • Monitoring data shows that ESARO is the largest submitter of proposals and the largest receiver of awards (22%). The share in awards is six percentage points lower than the share in submissions (28%)
D11.2 Examine what are the factors explaining the distribution and different levels of engagement with and use of the Innovation Fund.	<ul style="list-style-type: none"> • APRO has been awarded as many proposals as ESARO (five each). APRO though only represents 15% of the submissions. • The monitoring dataset shows that the distribution of proposals awarded follow a distribution that resembles the distribution of offices by quadrant rather than the distribution of submissions by quadrant (see table "Distribution of proposals submitted, proposals funded and number of offices by quadrant) • Regionalization during the 5th calls for proposals seems to be behind the increase from 33 proposals submitted in the 4th Call for proposals to the 6th proposals submitted in the 5th call for proposals. A large number of interviews pointed at this. <ul style="list-style-type: none"> ○ In these interviews a recurrent point is that the regional innovation focal points were active in informing about the round: J03; J05; J07; J11; L19; L17; L10; L02; L31; L24; L33; L37; L43; J20; J27; J41; J49; J50; J51; J52; J53; J54; and J62. ○ Some office not mentioning that the task of focal points was not particularly noticeable: J17; L05; J57; J30 and J47 ○ Recurrent point: the call was perceived as a closer call – as emails came from regional offices and not from headquarters: J03; J05; J07; L19; L10; L02;

	<p>L31; L33; L37; L43; J20; L17; J27; J41; J49; J50; J51; J52; J53; J54</p> <ul style="list-style-type: none"> ○ Recurrent point: country offices perceived that the possibility of being awarded were higher: J03; J07; J11; L17; L10; L02; L24; L33; L37; L43; J41; J49; J50; J51; J52 and J53. • Data from the Innovation Fund monitoring dataset reveals that the distribution of the number of project proposals submitted over time changes with the geographical regions (source of verification: Innovation Fund monitoring dataset) • The WCARO region shows a decreasing trend in the submission of proposals over time (see table Evolution of project proposals by region and in headquarters) • Some interview in WCARO pointed at the possibility that the fact that no proposals were awarded to any country in the region in the first four rounds generated disincentives to participate in subsequent calls (source of verification: interviews J05; JL56; L17; J62; L10; J66; and J44. • Regional differences appear in the distribution of the data when measure by the proportion of countries applying to the Innovation Fund by region (source of verification: Innovation Fund monitoring dataset): 85% ESA, 30% WCA; AS 60%, EECA 65%, LAC 32%. • In the survey questionnaire sent to non-applicants the main reasons mentioned for them not having submitted a proposal are: lack of time to discuss whether to apply, not enough staff to prepare the project proposal and lack of time to discuss the project proposal (source of evidence: results of the online questionnaires to non-applicant country offices). • Interviews with non-applicant emphasised time availability and staff available (being inadequate): JL54; JL55; JL56; JL57; JL58; J79 and J80. • In a large number of interviews with applicants, time availability and number of staff in the offices available to prepare and submit proposals were mentioned as key factors behind participation (source of evidence: interviews L04; L02; L18; L12; L43; L33; L24; JL38; JL39; JL48; JL55; J01; J02; J11; J20; J27; J30; J47; J41; J49; J62; J60; J53 and J57. • Interviews with country offices that having applied to the Innovation Fund more than once decide to discontinue submitting proposals recurrently mentioned time available and staff available as the key elements (sources of verification: JL55, J05; J62; J61; J03; J41; J11; L04; L17; L33; J17; J66 and J28. • There is no statistical evidence supporting that the size of the offices in terms of staff influenced participation to the Innovation Fund. Source of evidence: quantitative analysis using a T-test for comparison of the mean size of country offices (see Statistical Analysis in Annex 8) • Recurrent element in interviews in LAC countries is that the perceived focus on technology was seen as not relevant to their context - thus the lower participation or discontinued participation (sources of verification: J52; JL57; J80; J81; J60 and J11) • Recurrent element in interviews in LAC countries is that they have few staff - small offices (Interviews: J11; J28; J81; J27; J80; L14; J12 and J57) • Another recurrent element identified in LAC is that presenting proposals implied a lot of investment in terms of time in a content of perceived high competition (source of verification L14; J11; J57, J81; J80; and J12) • In WCA and ESASO language barriers were mentioned by a number of French-speaking offices (Interviews: L04, J62; JL56; L31 and L17) • In LAC several offices also mentioned language barriers as being an issue diminishing incentives to participate (Interviews: J11, J80, L14 and J27) • Interviews with IDWG members corroborate the findings above in terms of language, difficulties in presenting written proposals: JL09, J72; J110; J108; J128; JL26; JL18; and JL11. • In ESA recurrently mentioned that high involvement is linked to vibrant technology for development sector, including innovation (source of verification
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	<p>interviews: J63; J62; J01; JL43; J50; J61; J59; J73; J15 and J04.</p> <ul style="list-style-type: none"> • The regional network of innovation focal points at country level recurrently mentioned in ESA as a factor behind participation (source of verification interviews: J61; J51; J73; J15; J03; J04; J01; J43; L04; L16; J07 and J63.
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EQ12. HINDERING FACTORS TO INNOVATION. What are the factors that prevent staff from innovating and how do these factors operate?	
Dimensions	Evidence collected to respond to the evaluation question/ dimension
<p>D12.1 Check whether there are any hindering factors preventing staff from innovating and examine these factors (causes, consequences, mechanisms)</p>	<ul style="list-style-type: none"> • There is no clear institutionally agreed definition of what innovation is and it is not in UNFPA. Sources: interviews with senior management (JL60; JL61); interviews with IDWG members (JL12; JL14; JL05; JL06; JL26; JL19; JL24; JL28); interviews with regional offices (J75; J52; J76; J59; J69; J44. Counterevidence: One of the regional informants considers there is a clear definition J39); also several country offices (JL57; JL58; J79; L02, L05; L38, L42) • Innovation website, Concept Note on Innovation (September); Updated Vision of Innovation 2015-2017 include several elements of how innovation should be understood, but no focused definition of what innovation is / it is not (scope) in UNFPA • Lack of a clear scope on what innovation should focus on at UNFPA is a deterrent to apply to the Innovation Fund: <ul style="list-style-type: none"> ○ One of the reasons of why some potential applicants decided not to apply to the Innovation Fund is that they were not sure on what was expected from an innovative proposal (interviews with non-applicants: L02; L05; JL55; JL57; JL58; J79) ○ Some applicants in a particular round/ call for proposals decided to stop applying in the next round (having been rejected in the previous round) because they were not clear about what would be considered an innovation proposal (interviews: L02; J61; L05; J62; L13; J28; J66; J17; L04; L33) • Time to innovate is one of the limitations. Spaces to think differently required. The Innovation Fund has contributed to this, particularly through the Innovation days and through generating a drive for discussions around innovation, making staff think beyond business as usual (L14; L09; L44; L11; JL26; JL33; J02; J03; J26; J27; J54) • Offices mention gaps in innovation related skills as an obstacle. Gaps on how to turn ideas into innovation projects (interviews: J61; J66; L33; J28; J41); gaps on how to turn ideas into written project proposals (interviews: J61; J41; L05; L17; L30; J20; J63); gaps on how to foster and accompany ideation processes and prototype and innovation project (interviews: J54; J03; J11; J52; L33) • There is a felt need for an innovation curricula providing guidance on how to work with design thinking and human-centred design processes, how to identify and manage a challenge and how to elaborate a brief or a pitch for an innovation project (Interviews: J41; L05; J28; J03; J07; L19) and interviews with IDWG members: JL08; JL12; JL19; JL28 and J14) • Innovation Fund procedures being perceived as cumbersome is deterrent to apply. There are offices and business units that obtained funding once and decided not to apply anymore due to the time demands of the process (interviews: L21; JL33; JL01; JL38;) • Instances of country offices with innovative ideas deciding not to apply because of the procedures (either perceived as cumbersome, short timelines, the requirement to put together a written proposal) (Interviews: J62; J28; L33; J17; J61) • Instances of business units with innovation ideas deciding not to apply because of the procedures (J34; J59; J74 and JL10) • Buy-in from country representatives and heads of divisions and branch managers stands out as a crucial factor. In a number of offices where innovation is progressing, this is mentioned as a crucial enabling factor: interviews with Resident Representatives and Deputy Resident Representatives): J62; J81; J50;

	<p>J51; J12; JL57; J43; J55; J60; J49; JL54; J79; J80).</p> <ul style="list-style-type: none"> • In a number of offices where innovation had difficulties to thrive / uphold, senior buy in was mentioned as a crucial hindering factor. Interviews: L05; J66; J17; JL58; J57; J63; L33) • Buy-in and support from senior management / resident representatives and heads of division and branch managers at headquarters. This is one of the most mentioned crucial factors. When present is an enabling factor and when absent is an obstacle (Interviews: JL48; J05; J27; J28; J76) • Country and regional offices recurrently mention that the current absence of formal requirement to report on innovation is a hindering factor: Interviews: J69; J76; J39; J44 and J52 (regional) and JL38; JL55; J47; J28; J11; J52; J51. • The UNFPA Recognition Toolkit (2016) does not feature innovation: the only incorporation on innovation is on page 9, a succinct example of a thank you message for recognition for innovation or good ideas or contributions.
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EQ13. LEARNING FROM INNOVATION. How is UNFPA, through the Innovation Fund, capturing and capitalising on learning accrued by means of Innovation Fund experiences?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
<p>D13.1 Examine whether and how learning from success and learning from failure is captured, shared and integrated into the organization, identifying the factors that enable or hinder the process.</p>	<ul style="list-style-type: none"> • Up to December 2016, only two failure reports have been produced (source: Innovation Fund monitoring and reporting system; and JL01 and J15). They are both projects that were not implemented in the end. • Several project focal points mention it would be very difficult (for various reasons) to fill in a failure report once project fund have been implemented. (Unclear whether failure means failing to implement or failing in terms of the results of the test (interviews: JL34; JL30; JL35; JL36; JL39; JL46; JL49; J01 and J24. • Some projects have produced solutions that at the time of the evaluation data collection interviews are not being used by the intended users. They are not considered a failure or a source of failure for learning, just implementation difficulties (interviews JL33; JL36; JL39; JL48, J36 and J43). • Quarterly progress reports available at the Innovation Fund monitoring records do not refer to any failure / learning from things having evolved unexpectedly (source: quarterly progress reports period October – December 2016) • Relevant learning has been accrued from the implementation of innovation projects on several aspects, both from projects that have evolved as expected and projects that have not evolved as expected. <ul style="list-style-type: none"> ○ Partnerships with the private sector showing difficulties to strike a balance (JL43; J36); partnerships with the private sector that have worked on mentorships (JL30; L25; L21 and L29); also interesting insights on the difficulties that may appear from a functioning prototype to a proof of concept with possibilities of impact (JL36 and J52). ○ Insights on the debate between incremental versus disruptive innovation provided in three of the projects selected for funding: interviews J06; JL37; JL46; J24; and JL02) • Quarterly progress report template focuses on deviations / adherence to plans in terms of activities and outputs (Source of evidence: quarterly progress report template and quarterly progress reports available for the period October-December 2016 in the Innovation Fund monitoring system). • The template does not allow capturing learning (no section on learning). Template based on activities and outputs, not on outcomes.

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	<ul style="list-style-type: none"> • There are no instances of learning accrued being reported through quarterly progress reports. • There are a few examples of innovations projects (three) having collected some data on outcomes at the end of the implementation of the project (Interviews: JL34 and JL49).
<p>D13.2 Examine whether and how learning from the implementation of projects and sharing of innovation experience. Identify the factors that enable or hinder the process (projects, innovation day) is integrated into the organization.</p>	<ul style="list-style-type: none"> • The Innovation Talk Series hosted by the Innovation Fund Secretariat taking place on a monthly basis. In these sessions innovation project focal points present their projects. Number of participants at the time of the evaluation is very modest (source: attendance of the evaluation group to three Innovation Talk Series during the period December 2016 – February 2017) • All the proposals sent to the Innovation Fund throughout the five calls for proposals to data are available in the Innovation Hub. • A few country offices mention they went through the proposals of previous calls available in the Innovation Hub. They say it was inspirational and useful (Interviews J30; J81 and J02) • Only four country offices of the 72 interviewed reported having accessed and used the Innovation Hub (Interviews: L08; J30; J81 and J02). • There is a recurrent and widespread perception that the Innovation Fund has been silent after an intense period of launching call for proposals. Informants in country and regional offices express the need to come together and share the practical knowledge and experiences from the Innovation Fund (Interviews: L05; L06; L12; L19; L30; L38; JL18; JL19; JL12; JL05; JL06; J74; J02; J03; J05; J11; J17; J20; J27; J28; J41; J47; J49; J62; J63; J53; J51; J54; J56; J59) • This perception is shared by most non-applicant offices responding to the survey questionnaire, all of which knew of the existence of the Innovation Fund (Interviews: JL55; JL56; JL58; J79; J80; J81 and J82)
<p>D13.3 Examine whether and how learning from feedback on rejected projects proposals to the Innovation Fund is captured, shared and integrated into the organization. Identify the factors that enable or hinder the process.</p>	<ul style="list-style-type: none"> • Recurrently mentioned that technical feedback on rejected proposals would have increased quality and relevance of subsequent proposals (Interviews: L05; J02; J20, J41, J54; J56; J57; J60; J63; J66; L10; L30). In all these interviews it is mentioned that it would have been useful to receive feedback / short explanations on why proposals were not selected and accrue learning and improve quality of the proposals for the next call for proposals. Innovation Fund not perceived by users as a mechanism to promote learning in this regard. • Recurrent perception that: rejected proposals have not been capitalized for learning in a context where they could have been brought together through a webinar. To share the learning or similar proposals could have been put together intra-region, which could have promoted a culture of innovation (J16; J20; J41; J49; J81; L24; L31; L38; L03; and L05) • Explanatory factors behind this seems to be limited resource at the secretariat and limited IWDG time availability (Interviews: JL01; J15; JL53; JL09; JL23; JL26; JL28; JL17; and JL10)
<p>D13.4 Examine whether and how learning from the implementation of innovation projects has been used to build a UNFPA innovation brand (as intended in the UNFPA Innovation Concept Paper, 2014).</p>	<ul style="list-style-type: none"> • No evidence was found of systematic production and dissemination of demonstrable results from innovation projects. Two projects have generated brochures/dissemination materials featuring data on outputs and a few outcomes (source: interviews JL34 and JL49; brochure: <a 898="" 905="" 921="" 924"="" data-label="Page-Footer" href="http://static.globalinnovationexchange.org/s3fs-public/asset/document/Final%20MLS%20Brochure%20Jan%202017_0.pdf?CxxOTxMkN6jliKfXRdag.p7o6kb3m41X; and evaluation report of the UN Shared Vehicle Pool) • None of the projects being implemented had a pre-design monitoring mechanism in place to collect data on outcomes (either expected or unexpected); nor an evaluation system by design (Source of evidence interviews: JL30; JL31; JL33; JL34; JL35; JL36; JL37; JL38; JL39; JL42; JL49; J24 and project proposals filled-in submission forms) • The Innovation Fund Secretariat has participated in forty-four informative sessions, networking and external communication events (source of evidence: Innovation Fund monitoring system – communication folder provided to the evaluation team) </td> </tr> </table> </div> <div data-bbox="> <p>63</p>

	<ul style="list-style-type: none"> • A social media campaign by one of the Young Innovators of the Fellowship Programme has had a tangible impact (http://www.marieclaire.co.uk/reports/rand-jarallah-the-palestinian-make-up-artist-working-with-unfpa-296029) • Senior management at UNFPA have mentioned the impact of this campaign (JL60 and JL61) in terms of recognition from donors and other UN agencies. • Interviews with other UNICEF and UNDP recognize UNFPA leadership (J29; J46). • Reportedly increased positioning of UNFPA-Syria in youth programs, social reconciliation and early recovery among UN agencies and international NGOs (JL42; L34). • Most private sector organizations interviewed did not know about innovation in UNFPA beyond the activities they had been involved with. In almost all cases they cannot relate innovation in UNFPA with any particular achievement –used as a proxy of branding (Interviews: JL29; L23; J62; J19; J25 J31; J35; J36; J47; J70) • UN agencies interviewed are aware of the Innovation Fund at UNFPA but they cannot relate innovation in UNFPA with any particular achievement (JL52; JL47; JL44; JL45; JL50; JL51; J13 and J45)
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EQ14. LINKS BETWEEN THE INNOVATION FUND AND THE INNOVATION INITIATIVE. To what extent has the Innovation Fund contributed to and coordinated with the Innovation Initiative?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
D14.1 What has been the role of the Innovation Fund as an implementation mechanism of the Innovation Initiative?	<ul style="list-style-type: none"> • The implementation of the eight-prong approach presented in the Updated Vision of Innovation at UNFPA 2015-2017 has been very modest: <ul style="list-style-type: none"> ○ The Innovation Fund Work Plan 2016, which translated the Updated Vision of Innovation at UNFPA 2015-2017 into a plan of action that included 10 activities. Of them only 3 have been completed. All three are related to the Innovation Fund. Sources of verification include checking progress of the 10 activities of the work plan in interviews with the Innovation Fund staff JL01; JL02; JL03; J06; JL53; J33; J15 and J83; and also in interviews with members of the inter-divisional working group on innovation (IDWG): JL05; JL06; JL08; JL09; J72; JL10; JL11; JL12; JL14; J117; JL18; JL20; JL23; JL24; JL28; and JL27.
D14.2 To what extent and how has the Innovation Fund contributed to the achievement of the goals of the Innovation Initiative?	<ul style="list-style-type: none"> • IDWG working arrangements did not work properly for the most part: <ul style="list-style-type: none"> ○ Mentions of a burn-out effect / de-motivation effect of working arrangements on IDWG members: JL05; JL06; JL08; JL09; J72; JL10; JL11; JL12; JL14; J117; JL18; JL19; JL20; JL23; JL24 and JL28. ○ Interviews with IDWG members in which no burn out effect/ de-motivation and working arrangement problems are not mentioned or members mentioned an active involvement: JL20, JL21 and JL27. • Anther 7 UN agencies have Innovation Funds, some of which link and articulate such innovation funds/facilities with corporate models for innovation e.g. UNDP, UNDG-DOCO, WPF, UNHCR, UN Women, UNICEF (source of verification: area 7 and area 1 of the comparative tables). • There is no evidence of exchanges between UNFPA and these other agencies on how to make such articulation happen (sources of verification: interviews JL01; J06; JL53; J33; J15; J83; JL32; JL40; JL44; JL45; JL50; JL51; JL52; J13 and J45). • The Innovation Framework did not have an assessment performance framework in place: <ul style="list-style-type: none"> ○ The analysis of the document “key considerations for a monitoring and evaluation framework” shows that it included some elements such as the

	<p>requirement to evaluate, some indicators on the management of the Innovation Fund; some indicators on allocation of resources (input level); and also some output /outcome level indicators such as the share of projects that successfully built new partnerships and the share of projects that lend themselves to scalability.</p> <ul style="list-style-type: none"> ○ No outputs and outcomes are identified in the “key considerations for a monitoring and evaluation framework” ○ Interviews with Innovation Fund staff reconfirm that the framework was not further developed. There was no system in place to collect data on indicators. Interviews: JL01; JL02; JL03; J06; JL53; J33; J15 and J83.
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EQ15. LINKS BETWEEN THE INNOVATION INITIATIVE AND INNOVATION IN UNFPA. To what extent and how is the Innovation Initiative connected to other innovation activities in UNFPA and to areas that constitute the enabling environment for innovation?

Dimensions	Evidence collected to respond to the evaluation question/ dimension
<p>D15.1 What other innovation activities are active within UNFPA and how do they interact / coordinate with the Innovation Initiative and the Innovation Fund?</p>	<ul style="list-style-type: none"> • There are a number of innovation related initiatives active in UNFPA beyond the Innovation Fund/Initiative: <ul style="list-style-type: none"> ○ Answers to the survey questionnaire and interviews with non-participants providing data on innovation actions beyond the Innovation Fund: JL54; J55; J56; J57; J58; J79; J80; J81; J82 and J83. ○ Interviews providing data about innovation actions beyond the Innovation Fund: JL08, JL28, JL22, JL29; J37; J34; J40; J67; J74 ○ PSB video showing different innovations at PSB: https://www.youtube.com/watch?v=ewD_Yc3N_dE&feature=youtu.be
<p>D15.2 To what extent and how is the Innovation Initiative linked to the enabling environment for innovation in UNFPA?</p>	<ul style="list-style-type: none"> • There is no regular interaction and regular coordination for the most part, although links were eventually established: <ul style="list-style-type: none"> ○ Interaction between the Innovation Fund Secretariat and the PSB – although it was discontinued: JL01; JL29; J22; J09; J18 ○ Interaction between the Innovation Fund Secretariat and the Drone Project in Ghana but also discontinued: J59; JL20; JL43; JL01 ○ Partial and irregular links (for some time) between the Innovation Fund and the iAccelerator and links between the Innovation Fund and the ESA innovation regional network: JL21; JL58; JL01; J15 and direct observation during the visit of the evaluation team to Nairobi, which included presentations to the ESA innovation network (also attended by Innovation Fund staff) as well as a visit to the iAccelerator. • Regional innovation networks start playing a role in coordinating innovation in the regions: <ul style="list-style-type: none"> ○ Interviews with regional offices: JL21; JL58; J39; J69; J76; J25; J44; J14; J52. ○ ESARO Website; ESA Innovation Toolkit has been developed (evaluation team has a copy) ○ Interviews with country offices in the ESA region: L16; L19; L24; L35; L36; J03; J07; J08; J50; J51; J61; J62; J63; J73; ○ Email from Arab State Regional Office (ASRO) innovation coordinator to the Innovation Fund announcing the inclusion of the development of a regional innovation network in the forthcoming regional programme – including an immediate workshop on innovation to start building the network. • No evidence was found of connections / regular exchanges between the Innovation Initiative and the relevant business units at the headquarters that constitute the basis for the internal enabling environment for innovation in UNFPA: <ul style="list-style-type: none"> ○ Interviews with business units confirming the absence of exchanges and its consequences: JL04; JL05; JL06; JL07; JL08; JL09; JL10; JL11; JL14; JL27;

Formative Evaluation of the Innovation Initiative

	<p>JL46; J33; J83; J38; J64; J65; J67; J68; J72; J74; J77</p> <ul style="list-style-type: none">○ Interviews with Innovation Fund staff confirming the absence of exchanges and its consequences: JL01; JL02; JL03; J06; JL53; J33; J15 and J83.○ Consultations with relevant business units already proposed in the Updated Vision of Innovation at UNFPA 2015-2017 (page 8)• Innovation is incorporated in the Strategic Plan 2014-2017 but not yet in substantial manner. The incorporation of innovation in the new Strategic Plan is an current issue being discussed in the meetings to develop the plan:<ul style="list-style-type: none">○ Corroborated in interviews with staff involved in the Strategic Plan process: JL59; JL14; JL07; JL16; J77; JL15; and J33.○ Strategic Plan 2014-2017 (pages 67,68 and 88); Annex 4 of the Strategic Plan (pages 28 and 29): mentions that there is not a string culture of experimentation in UNFPA and the rest are mentions to the “Opportunities Fund”
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Annex 7 Interview logbook

INTERVIEW DATA

Name(s) of the interviewee(s):	Position:	Institution/Organisation:
Interview date:	Level: Country:	Stakeholder type:
Interviewer:	Evaluations components covered: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4	Interview Code:

INTERVIEW CONTENT

Background & key issues

Contents

Next Steps

Annex 8 Statistical Analysis – enquiries to the Innovation Fund data set

ENQUIRY 1. Submissions versus awards - *the balancing quota effect (focus on regions)*

Looking at the data and in an intuitive manner the evaluation team observed that that the Innovation Fund seem to have a tendency to *democratize* the outcomes of the process. There appears to be a tendency to even out / fairly distribute the awarded proposals across regions (*democratization*) as regions with a lot of proposals submitted end up with a similar number of proposals approved than others with less submissions. The question was thus: *Is there statistical evidence of this happening? And if so, is it statistically significant?*

The variables we looked at here are: (a) the distribution of the number of proposals **submitted** by region (% of the total) as an indicator of interest/engagement with the Innovation Fund, and (b) the distribution of the number of proposals **funded** by region (as a % of the total approved); (c) the **weight of a region** in the total number of country offices.

☞ (Note) To get an unbiased picture, we excluded the headquarters for the calculation, as it is not a region and should not be treated as one. We however, put tables and graphs both with and without the headquarters.

Looking at the ratio between proposals and awards, it is apparent that the main contributors – those who have submitted the most proposals – are not those with the relative highest award rates

Table 1 Distribution of submitted proposals and awards

Regions	Proposals	Awards	Award rates
ESA	34	5	15%
HQ	28	4	14%
AS	21	4	19%
WCA	21	2	10%
AP	18	5	28%
LAC	14	4	29%
EECA	13	3	23%

ESA: East and Southern Africa; HQ: headquarters; AS: Arab States; WCA: West and Central Africa; AP (Asia and the Pacific); LAC: Latin America and the Caribbean; and EECA: Eastern Europe and Central Asia.

The table is ordered by number of proposals and shows that the three smallest contributors have the top three relative award rates. The West and Central Africa (WCA) region is a clear outlier, as it scores the lowest award rate despite posting an average number of proposals (the arithmetic mean of proposal by region is 21.3) while the Arab States (AS) region has an award rate twice as high. *But is this an example of evening out/ democratization? Or is it an example of re-distribution of resources?* The quota hypothesis holds for all regions except for WCA.

The average quality of the proposals could be an explanatory factor here, yet these data is not available. If we assume that the quality of proposal is even, then the hypothesis holds

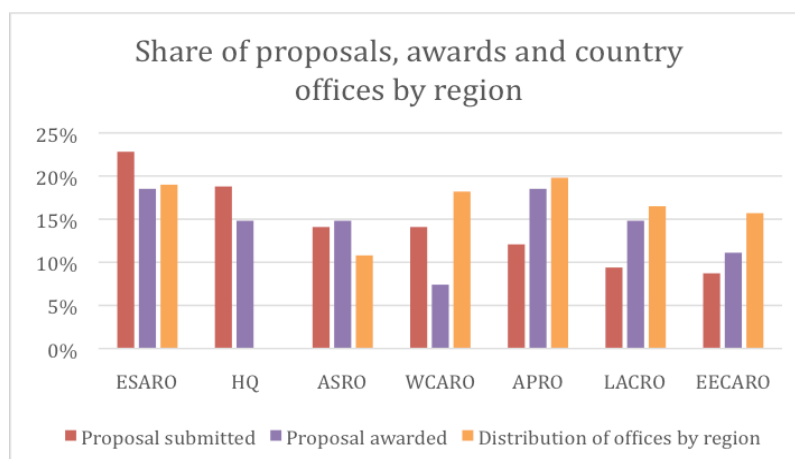
together. When looking at the relative weight of award compared to the relative weight of regions, data suggests a kind of “quota”, as the award rates are fairly similar to the distribution of country offices by region, with the exception of WCA and AS.¹¹

There is also a small “bonus” for the East and Southern Africa (ESA) region and a small “penalty” for Eastern Europe and Central Asia (EECA) than can be explained by the large and low amount of proposals submitted respectively.

Table 2 Submission, award and share of country offices by regions, ordered by number of submissions

Regions	Distribution of offices by region					
	Proposal submitted		Proposal awarded		Number of country office	Share in total, in %
	Units	Share in total	Units	Share in total		
ESARO	34	23%	5	19%	23	19%
HQ	28	19%	4	15%	:	:
ASRO	21	14%	4	15%	13	11%
WCARO	21	14%	2	7%	22	18%
APRO	18	12%	5	19%	24	20%
LACRO	14	9%	4	15%	20	17%
EECARO	13	9%	3	11%	19	16%
Total	149	100%	27	100%	121	100%

Figure 1 Share of proposals, awards and country offices by region (including the headquarters)

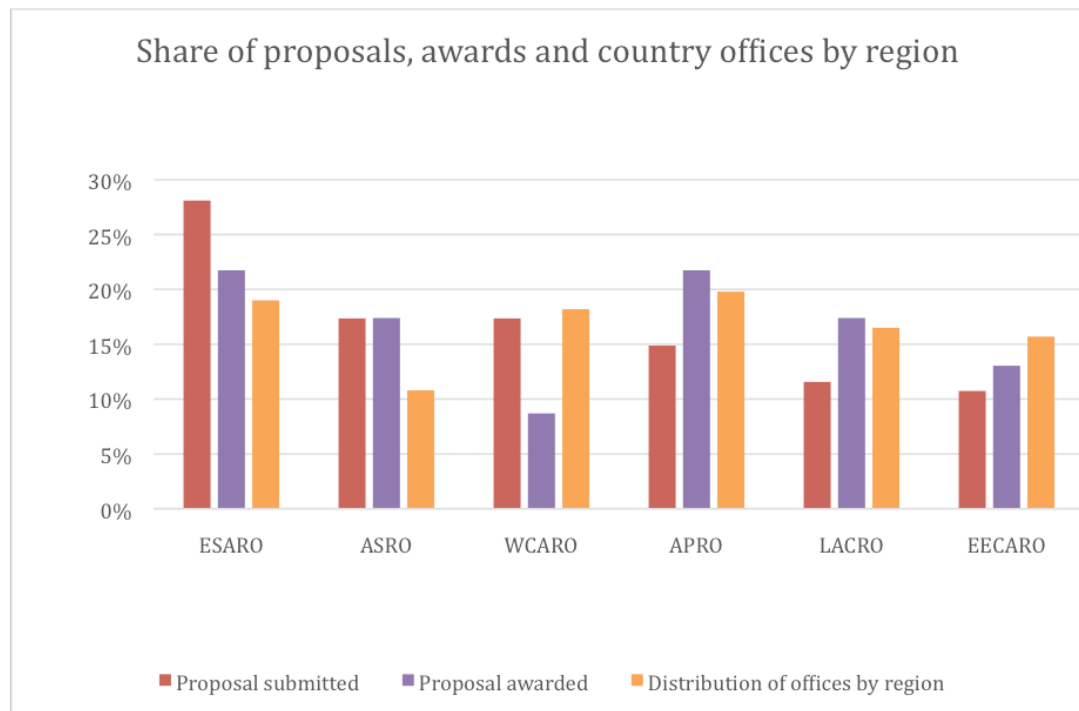


¹¹ How big is that exception? Could it be as big as to mean that this quota hypothesis does not hold up? The answer is that apparently, it does not. In the case of the Arab States, the point is that they represent lots of applications from a few countries (it is a small region). They have a higher weight than the others. And if we took WCA out we would have almost a perfect inverse correlation between proposals and awards (meaning that the higher the number of proposals submitted, the lower the award rate).

Table 3 Distribution of submitted proposals, awards and county offices by region (without headquarters)

Regions	Proposal submitted		Proposal awarded		Distribution of offices by region	
	Units	Share	Units	Share in total	Office	Share in total
ESARO	34	28%	5	22%	23	19%
ASRO	21	17%	4	17%	13	11%
WCARO	21	17%	2	9%	22	18%
APRO	18	15%	5	22%	24	20%
LACRO	14	12%	4	17%	20	17%
EECARO	13	11%	3	13%	19	16%
Total	121	100%	23	100%	121	100%

Figure 2 Share of proposals, awards and country offices by region (without the headquarters)

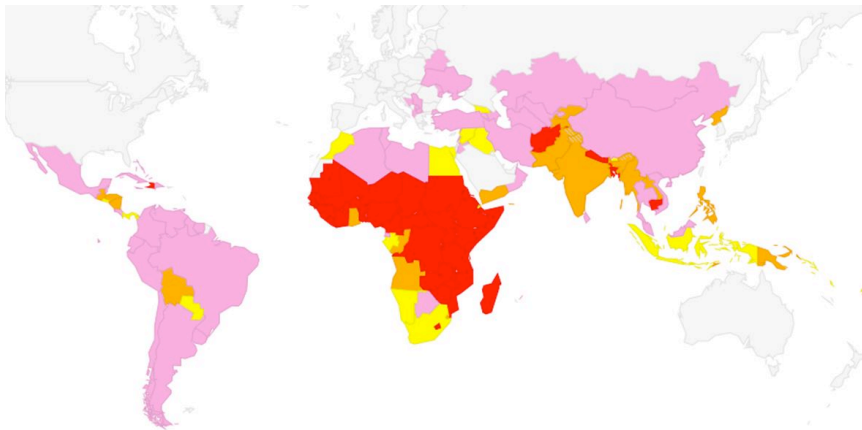
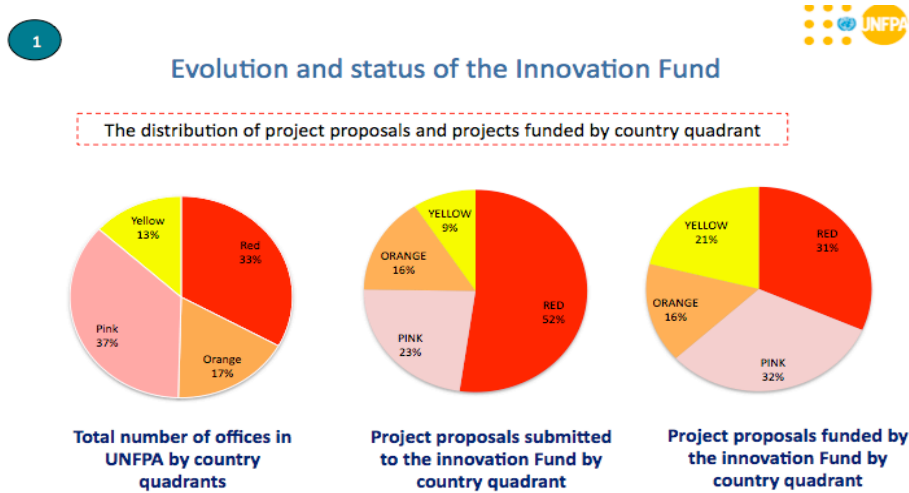


Concluding: As shown in the tables and graphs, the actual number of awarded projects is quite evenly distributed across the regions in comparison to the number of proposals submitted. Therefore there is evidence of a balancing quota effect. This said we still see that WCA have a low award rate and that Arab Sates (AS) have a large number of projects awarded.

ENQUIRY 2. Submissions versus awards - the balancing quota effect (focus on country quadrants)

This is the same enquiry as before but with regards to country quadrant instead of regions: *has the Innovation Fund tried evenly distributed funded proposals across country quadrants?* When comparing the three variables below it looks like there is a *democratization or quota balancing effect* by country quadrant.

Figure 3 Distribution of submitted proposals and projects funded by country quadrant



Here again, the balancing effect hypothesis seems to hold and is consistent with what could be observed by region in Enquiry 1. The “large bonus” awarded to Arab States (AS) can be seen in the yellow quadrant as well. The “penalty” in EECA region can also explain the lower share of pink countries in the award (EECA is the region with the less award after WCARO, yet is mainly composed of pink countries)

With the exception of the yellow quadrant, the percentage of awards is broadly similar to the percentage of countries by quadrant rather than following the distribution of the number of proposals submitted.

ENQUIRY 3. Staff and engagement – does the size of the country offices matter?

Interviews with applicants to the Innovation Fund revealed the very recurrent impression that the size of the country office (in terms of staff) was a perceived determinant behind the decision to stop applying to the Innovation Fund, or behind the decision to postpone applications. Similarly, the questionnaire and complementary interviews with non-applicant offices revealed that the decision not to apply was often related to insufficient time and staff to prepare proposals. Random observation of points in the data set, however, show that at times clusters of offices with large staff stopped applying whereas office with low number of staff applied in several rounds.

The question/ hypothesis examined here is whether staff size in country offices and number of proposals are in fact correlated or not i.e. *is there any statistical evidence of a correlation between the number of staff (average) per office/region and number of proposals sent?*

We examined this in three steps. First looking at the descriptive statistics, then looking at visual representation of the data and finally we applied statistical tests.

STEP 1. Descriptive statistics

The mean number of staff of country offices not participating to the fund is 16.68 against 22.17 for those participating. The mean number of staff for all offices is 20.52. The standard deviation of staff is very large (15.7 for those participating and 17.4 for those not participating in the Innovation Fund). This signals a large variability in the distribution.

The picture by region shows two groups, a group of three regions having large differences between mean staff size of country offices that did and did not participate. The second group of three regions shows little difference between those participating and those not participating, although the average size of staff is consistently larger than those not participating.

There is also a correlation between the average size of staff in offices having submitted proposals by region and the number of proposals submitted by region. The correlation is not remarkably high (at 0.72),¹² yet it is not negligible.

Table 4 Distribution of proposals, awards and average size of country office (in terms of staff)

Regions	Proposals	Awards	Average staff submit	Average staff not submit	Num CO participating	Num CO not participating	Missing data CO	Total CO
ESA	34	5	28.2	19.5	19	2	1	22
AS	20	4	22.1	11.4	8	5	2	15
WCA	21	2	31.6	22	7	15	1	23
AP	18	5	24.5	23.9	13	10	0	23
LAC	14	4	10.4	10	7	12	2	21
EECA	13	3	9.3	8	10	6	1	17

¹² A 0,72 correlation means that both variables share 72% of the variation is common, yet one does not necessarily explain the other

The case of WCA is exceptional, as most of the country offices did not participate to the fund while having quite sizeable staff. In contrast, most of the offices in EECA region did participate while having smaller staff on average.

At micro level though it must be stressed that the most active offices are not systematically the ones with the largest staff. For instance, among the four country offices having submitted four proposals, one has 14 staff, two have 23 staff and one 40 staff. Therefore, in general there is a tendency to submit more proposals the larger the offices but this tendency does not hold at micro level (there are outliers). In other words, it is true that when offices are larger they tend to submit more proposals, but it is not true for every case because some small offices have sent more proposals than others – and in contrast, the same holds true for large offices.

The correlation coefficient at .72 signals that there is a convincing tendency that size is contributing factor to submitting more proposals, but it is not the only explanatory factor.

STEP 2. Graphs

The graphs show that to a very small extent, there is a higher representation of larger offices in the group of applicant office. However, the distributions are pretty similar, indicating that staff size might not play a significant role.

Figure 4 Distribution of country offices by staff size (for all country offices)

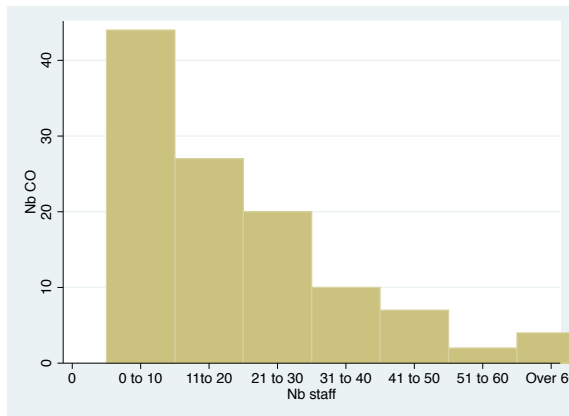


Figure 5 Distribution of country offices by staff size (non-applicant offices)

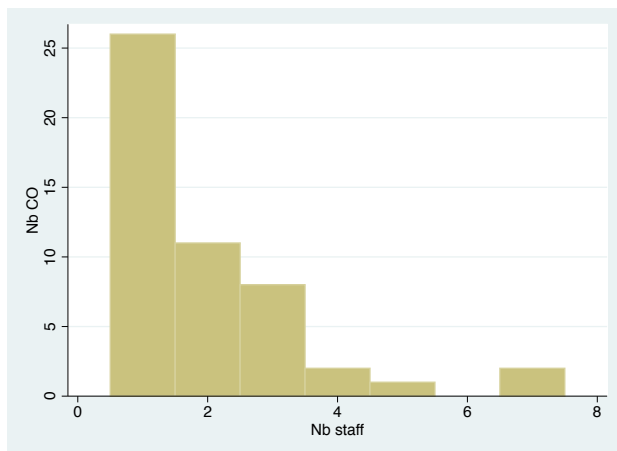
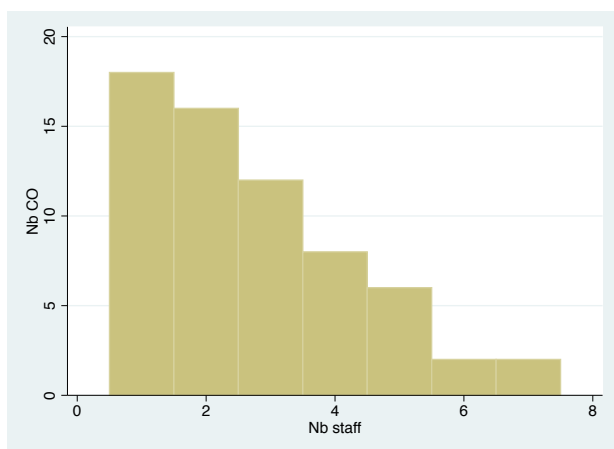


Figure 6 Distribution of country offices by staff size (applicant offices)



STEP 3. Inferential statistics

Graphs in step 2 seem to point that staff size does not play a significant role whereas descriptive statistics in step 1 hinted at indications that staff size does play a certain role. Being the issue at stake whether the size of staff is (or not) a factor in the participation to the Innovation Fund, we decided to apply a T-test for comparison of means.

To determine whether staff in country offices that have submitted proposals to the Innovation Fund is significantly higher than for those who have not, the hypothesis would be that the mean size of the offices participating is significantly higher than the mean size for the office not participating.

To measure this hypothesis, we have done a T-test for comparison of the mean size of country offices for the category “0” (non-applicant offices) and “1” (applicant offices). The following tables show the results of the T-test conducted in Stata:

Table 5 Stata results: T-test for comparison of the mean size of country offices

Two-sample t test with unequal variances

Group	Obs	Mean	Std. Err.	Std. Dev.	[95% Conf. Interval]	
0	50	18.42	4.188136	29.61459	10.00363	26.83637
1	64	22.17188	1.944487	15.55589	18.28613	26.05762
combined	114	20.52632	2.133097	22.77524	16.30027	24.75237
diff		-3.751875	4.617522		-12.96152	5.457769
diff = mean(0) - mean(1)				t =	-0.8125	
Ho: diff = 0				Satterthwaite's degrees of freedom =	69.8764	
Ha: diff < 0		Ha: diff != 0		Ha: diff > 0		
Pr(T < t) = 0.2096		Pr(T > t) = 0.4192		Pr(T > t) = 0.7904		

The P-value for the two-tailed test ($H_a: \text{diff} \neq 0$) is 0.4192, higher than the alpha at 95% confidence interval (0.05) indicating that the hypothesis that the difference in the mean size of staff is different from 0 (size of the staff matters in participation) is not statistically significant. We reject the null hypothesis and thus, the hypothesis that the mean size of the offices applying to the Innovation Fund is significantly different from the mean size of the not applying is not true. In other words, there is no statistical evidence that the size of the offices has any significant influence on participation in the Innovation Fund.

ENQUIRY 4. Distribution of budgets

This enquiry responds, first, to the need of obtaining an understanding on the distribution of project budgets i.e. mean, median, mode, standard deviation; second, to try to ascertain how project budget correlates to regions? (Do some regions tend to submit and / or get the large projects whereas others the small ones?); and third, whether there are any indications that the Innovation Fund tended to fund smaller or higher-than-average projects.¹³

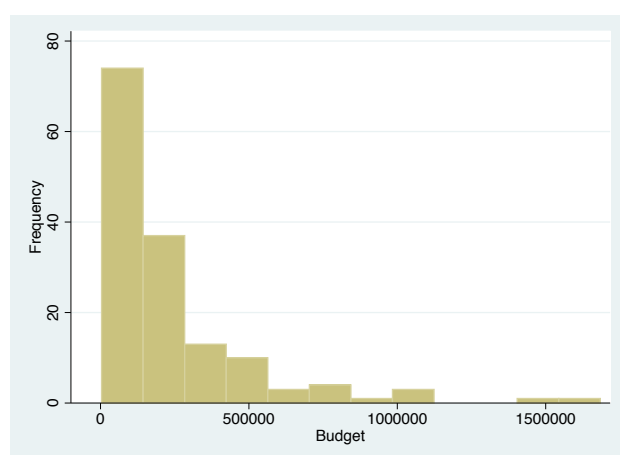
Enquiry 4.1 Basic statistics for budgets

Table 6 Descriptive statistics for budgets of submitted proposals (including awarded projects)

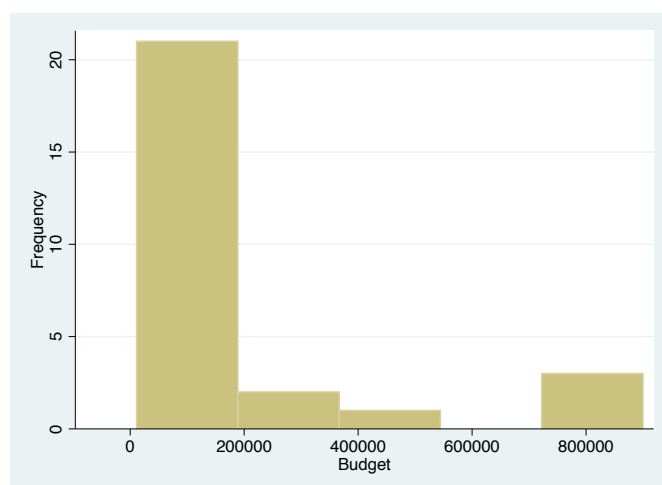
Variable	Obs	Mean	Std. Dev.	Min	Max
budget1	148	225057.3	268917.5	0	1684000

The average budget for the innovation fund is approximately 225,000 USD with a large standard deviation of 268,917.50 USD indicating a large heterogeneity in the distribution of budgets proposed for the innovation fund. The median is around 137,500.00 USD indicating that 50% of the projects were below and 50% were above this mark.

Figure 7 Distribution of budgets for all submitted project proposals



¹³ The second and third aspect were inquiries made by Evaluation Reference Group members in the first presentation of preliminary results in February 2017.

Figure 8 Distribution of budgets for awarded project proposals

Enquiry 4.2 How does project budget correlate to regions?

☞ (Note) Headquarters here are considered as one of the regions, that is, the 7th region.

Table 7 Distribution of budgets for submitted proposals and for awarded proposals, by region

Regions	Proposals	Average Budget	Awards	Average budget awarded
ESA	34	194754.4	5	294879.8
HQ	28	285001.9	4	310100
AS	20	172786.9	4	88422.5
WCA	21	386846	2	93081
AP	18	210232.3	5	288061.6
LAC	14	219280.4	4	75712
EECA	13	73938.36	3	52166.67

The average budget of proposals and awarded projects by region vary largely. Yet, the change is due to the award modality in the 5th round with the *regionalisation* of calls for proposals. The regionalization has a large impact here, as regions having projects funded predominantly in the 5th round will de facto have smaller average budgets in awarded projects.

Here again, there are two groups with ESA, headquarters and Asia and the Pacific (AP) having projects funded with larger budgets, and the four other regions having projects funded in average under the 100,000.00 USD mark.

The fact that the rules for allocation were changed at the time of the 5th round of calls for proposals prevents us from drawing any meaningful conclusion. Breaking the analysis could be an alternative option; however, this would render no significant results, as there are far too few observations

Furthermore, standard deviations are very large in each region, giving little weight to the analysis. Only the ESA region has a standard deviation lower than the mean. All the other regions have a standard deviation equal or higher than the mean.

4.3 Enquiry 4.1 Are the projects funded below or above the average budget for projects submitted? Are there any indication the Innovation Fund tended to fund smaller or higher-than-average projects?

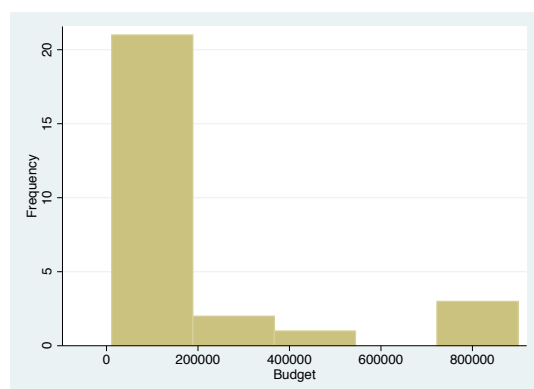
Table 8 Stata results: basic statistics for awarded projects

Variable	Obs	Mean	Std. Dev.	Min	Max
budget1	27	190900.3	248667	11162	900000

The mean for awarded projects is lower than the mean for the submitted proposals. Here again though, the standard deviation is very large, which renders little significance to the meaning of the mean – and hints, as shown in the graph, at a highly skewed distribution.

The graphic analysis shows that the large majority of the projects are rather small. However, the change in the allocation modality (regionalization in the 5th round) renders any comparative analysis of very little value. The findings of this enquiry are inconclusive.

Figure 9 Distribution of budgets for awarded project proposals



ENQUIRY 5. Testing proxies of quality and conflict of interest

Interviews revealed that conflict of interest aroused in some cases. We looked at the data set to see if that had had any effect on the selection of proposals.

We first looked at the likelihood of a project to be approved if a member of the Inter-divisional Working Group on innovation (IDWG) submitted it: Members of the IDWG members account for 9 per cent of the submitted proposals and for 14 per cent of the awards; non IDWG members account for 91 per cent of the proposals and for 85 per cent of the awards. Looking at the success rates, there is a tangible difference, as 28% of the IDWG proposals have been funded against 17% in the case the submitter is not a member of the IDWG.

☞ (Note) Numbers are rather small and this is a distorting factor in the analysis. 4 projects awarded to the IDWG members in a total of 27 mean that the marginal effect of one project

awarded in one of the categories makes a difference of 4%. In other words, should one project not have been awarded to an IDWG we would have broadly similar proportions in proposals and awards (9/91 and 10/90).

To test for the existence of a potential conflict of interest and given the data available, we could hypothesize that, should there be a conflict of interest, being a member of the IDWG would be a fitting predictor of approval of a project. In short, membership alone would predict award. To test this hypothesis, a logistic regression model can be used to calculate the statistical significance of the odds of being awarded if one is a member of the IDWG against the odds of one is not a member.

Table 9 Stata results: logistic regression – membership of the IDWG as award predictor

Logistic regression	Number of obs	=	154
	LR chi2(1)	=	0.73
	Prob > chi2	=	0.3914
Log likelihood = -48.810734	Pseudo R2	=	0.0075

memberofidwg	Odds Ratio	Std. Err.	z	P> z	[95% Conf. Interval]
tot_appr	1.742424	1.089916	0.89	0.375	.5113437 5.93738
_cons	.0956522	.030188	-7.44	0.000	.0515292 .1775562

In this case, the parameters of the model show that this model is not significant statistically (LR chi2 is close to 0) and membership of IDWG is not a good predictor of award hence it is likely the membership alone is not the determining criteria of award. Therefore, there is no reason to think that there was a conflict of interest resulting in IDWG awarding themselves more proposals than to non-IDWG members.

Another argument in favour of rejecting a conflict of interest is that most of the IDWG members are from headquarters and the headquarters tend to have a lower success rate than “other regions” as proposals from the headquarters represent 15% of awards against 19% of submitted proposals (4 in 27 against 28 in 149).

The case of conflict of interest with members of the regional committees is more difficult to analyse. A regression would not be possible because of collinearity of data (meaning perfect correlation between two variables, namely award and membership of the regional committee – meaning we have too little variables to draw any conclusions).

ENQUIRY 6. About the characterization of non-applicant offices by country quadrant

This enquiry looked at whether the data set pointed at any evidence of any specific traits that differentiate non-applicant offices from applicant offices. The questions being asked here was: *How do silent offices correlate with country quadrants? do they tend to be from a particular quadrant?*

Table 10 Distribution of non-applicant offices by country quadrant

Quadrant	Non-applicant offices	Share in total	Total Nb
Pink	21	48%	44
Yellow	8	50%	16
Orange	7	33%	21
Red	14	35%	40
Total	50	41%	121

In terms of quadrant, the tendency is that about half of the Pink/Yellow quadrant offices remained silent compared to about one third of the Orange/Red quadrant offices. Related to the characteristics of their intervention model (related to the business model) the countries where capacity building and technical assistance are modes of engagement are more likely to participate to the innovation fund compared to those mostly engaged with advocacy and knowledge management.

The yellow quadrant obtained a lot of awards despite being the quadrant with the larger number of non-applicant offices. They have two times more awards than their weight in the distribution of country offices (yellow quadrant countries actually have the lowest submission rate).

Table 11 Distribution of non-applicant offices by country quadrant (detailed)

Region	Non-applicant offices	Share in total	Total Num	Num R/O	Num Y/P	Share Red/ Share Yellow/	
						Orange	Pink
AP	10	43%	23	13	10	57%	43%
AS	5	33%	15	4	11	27%	73%
EECA	6	35%	17	0	17	0%	100%
ESA	2	9%	22	18	4	82%	18%
LAC	12	57%	21	5	16	24%	76%
WCA	15	65%	23	21	2	91%	9%
Total	50	41%	121	61	60	50%	50%

In terms of regions, the picture seems rather blurred. No clear pattern emerges apart from the large participation of ESA countries. In turn, the larger regions tend to participate less than the smaller regions. When compared with the distribution of quadrants within regions, there is no emerging picture either. The annual budget of the offices is a possible determining variable that is missing for the analysis.

ENQUIRY 7. Staff age and innovation

Interviews revealed a commonly accepted idea that younger people are more inclined towards innovation than older people. We looked at data provided by the Division of Human Resources to examine whether there was any statistical evidence supporting this hypothesis. Should this be true for the submission of proposals to the Innovation Fund, we could hypothesise that regions with a higher proportion of younger staff members would submit more proposals than regions with a higher proportion of older staff members.

Table 12 Staff age distribution cross regions (aggregated data)

	26 - 35	36 - 45	46 - 55	56+	Total
AP	17.9	44.5	26.6	11.0	100
AS	19.4	36.1	31.5	13.0	100
EECA	22.2	49.3	23.6	4.9	100
ESA	11.9	39.5	34.7	14.0	100
HQ	19.9	34.0	31.0	15.2	100
LAC	14.3	29.6	34.3	21.7	100
WCA	10.4	32.0	42.8	14.9	100
Total	15.6	37.3	33.1	13.9	100

EECA and AP regions are the “youngest” regions with about two thirds and three quarters of their staff being less than 46 years old respectively. 46 years of age is also a relevant break for the analysis as it is close to the median age (43 years of age) and the mean age (44,9 years of age).

If the hypothesis held true, the EECA region should register a high number of proposals submitted. However, it is the region that has submitted the lowest number of project proposals comparatively. In turn, the ESA region, which is the region that has submitted the largest number of proposals, is amongst the regions with the oldest staff (WCA, LAC, ESA).

Therefore, looking at the aggregate data we cannot conclude the hypothesis hold true. In any case though, it should be taken into account that the analysis above is done with aggregate figures at regional level (as opposed to at the country level), which does not allow taking a deeper look at the country level. Yet, it is at the country level where the relation between staff age and project proposals actually takes place.

Annex 9 Online survey for the non-applicants to the Innovation Fund

Exploratory questionnaire - Formative evaluation of the UNFPA innovation initiative

Dear colleague,

This survey is part of the review of the implementation of the Innovation Fund, which started operating in September 2014.

This questionnaire targets country offices that have not submitted any application to the Innovation Fund to date. It has three objectives:

- 1) Understand the reasons why offices have not applied
- 2) Gain insights on how to improve approaches to foster innovation
- 3) Identify countries offering insights on how innovation works outside and beyond the Innovation Fund

Please be assured that this is an independent evaluation and your responses will remain entirely confidential. There will be no reference to a specific response/questionnaire in the Evaluation Report.

Please submit the survey by 09 December 2016 end of business.

Feel free to contact the evaluation team for any technical aspects on the survey or any other additional information (Jordi del Bas at bas@unfpa.org and Lucía Bárcena at barcelona@unfpa.org)

***Obligatoire**

9. PART A. General information

1. In what region is your country office located? *

- Asia and the pacific
- Eastern Europe & Central
- Asia East and Southern
- Africa Western and
- Central Africa Arab States
- Latin America and the Caribbean

2. In what country? *

3. What is your current position in the office? *

- Representative
- Deputy Representative
- M&E Officer
- Knowledge management officer
- Innovation focal point
- Communication officer
- Programme assistant

3. Have you consulted anybody in the office when filling-in this questionnaire?

- Yes *Go to 5.*
- No *Go to 6.*

4. Please indicate her/his/their position(s)

PART B. About the Innovation Fund

5. Through which channels do you obtain information related to innovation in UNFPA? (You can tick more than one option)

- We do not receive or access any information related to innovation at UNFPA
- Emails sent by headquarters
- Emails sent by the Regional Office
- Colleagues from other country offices
- MyUNFPA - Voices
- UNFPA social media accounts
- Conferences and seminars

6. Did you know that the Innovation Fund offers resources to fund innovative projects?

- Yes *Go to 8.*
- No *Go to 9.*

7. What were the reasons why your country office did not submit any project proposal? (You can tick more than one option)

- The senior management considered it was not a priority at that time
- Funding was not needed as we are/were funding innovative interventions through other external resources
- We were not aware of the several calls for proposals for innovative projects
- We did not have time to discuss whether to apply
- We did not have time to prepare the project proposal
- We did not have enough staff to prepare the project proposal
- We did not have any particularly innovative proposal to be submitted at that time Autre : _____

7. Did you know that the Innovation Fund offered the possibility of requesting funds to conduct the so-called Innovation Days?

- Yes *Go to 10.*
- No *Go to 11.*

8. What are the reasons why your country office did not request funds to conduct an Innovation Day? (You can tick more than one option)

- We did not see the use or value of conducting an Innovation Day at that particular time
- The procedure for applying and the resources available were not clear to us
- We did not have time to discuss whether to apply
- We did not have time to prepare any submission
- We did not have enough staff to prepare and organize the Innovation Day
- We did not know how to run the Innovation Day

10. PART C. About innovation in your country office

9. How would you define innovation in your own words and why is innovation important for UNFPA?

Which one of the following statements would describe the situation in your country office with regards to innovation? (Tick all the options that apply)

- Incorporating innovative approaches is not of the essence now, given the country context and current priorities
- Incorporating innovative approaches it is indeed important, but we do not have the time to develop innovative interventions
- Incorporating innovative approaches it is indeed important, but we do not have resources to develop innovative interventions
- Incorporating innovative approaches it is indeed important, but we should develop first the innovation skill set of our staff
- Incorporating innovative approaches it is indeed important, but we do not have enough capacity to engage in partnerships to develop innovations
- We consider ourselves as a very innovative office
- We have implemented some proofs of concept over the last three years
- In the office we have staff appointed with specific innovation responsibilities (e.g. innovation focal point; innovation specialist)

10. Briefly state in your own words how you would describe the situation in your country office in terms of innovation:

11. Have you implemented any particularly innovative intervention over the last three years (2014-2016)?

- Yes *Go to 15.*
- No *Go to 18.*

12. Provide a brief description of the most significant innovative interventions you have implemented (please specify if they are completed or on-going)

13. In the event that any of these innovative interventions were successful:

	Yes	No
a. Were they scaled up or replicated in your country?	<input type="radio"/>	<input type="radio"/>
b. Were they scaled up or replicated in other countries?	<input type="radio"/>	<input type="radio"/>
c. Were they documented in case studies or similar formats?	<input type="radio"/>	<input type="radio"/>

13. In the event that any of these innovative interventions were not successful, were lessons learnt documented?

Yes
 No

14. According to your experience what are the main challenges and barriers to innovation for country offices? (In other words, the main factors that make it difficult to promote innovation and implement innovative initiatives in your office)

15. Do you have any suggestions, further comments or observations? (Please comment on any aspects you consider important but that were not covered in the previous questions)

16. Would you like to have a brief interview with us to discuss any of the aspects above or any other aspect?

- Yes *Go to 21.*
- No *questionnaire ends here*

11. If yes, the evaluation team will reach out to you to schedule a call

17. Your email address: *

18. Your telephone: *

Annex 10 Innovation Fund data set

N°	Region	Unit / Country	Project title	Thematic area	Total Budget in USD	Quadrant	Size / Staff	Submitted	Approval	Innovation Day held
1	ESARO	Uganda	Big Data for Behavioral Change	Data, Young People	189,000	RED	40	First round	NO	02/07/16
2	HQ	Technical Division	The Big Idea	Empowerment of Young People	400,000	N/A	N/A	First round	NO	NO
3	HQ	Office of the Executive Director	Boss-Employee Exchange Day: One day in your shoes	Human Resources, Operations	(in-kind only)	N/A	N/A	First round	NO	NO
4	HQ	Division of Management Services & Technical Division	Climate Neutrality and Resilience Within and Outside UNFPA	Operations, Climate	400,000	N/A	N/A	First round	NO	NO
5	HQ	Division of Human Resources	Creation of The UNFPA Population School	Human Resources, Operations	100,000	N/A	N/A	First round	YES	NO
6	HQ	Technical Division (PDB)	Driving Innovation in Big Data for Development in Partnership with the Data-Pop Alliance	Data, Population and Development	250,000	N/A	N/A	First round	NO	NO
7	ESARO	Regional Office	Expanding Information and Services to Adolescents and Young People in Southern Africa: Harnessing the Potential of New Media Technologies' in Southern Africa	Adolescent Sexual and Reproductive Health	450,000	N/A	63	First round	NO	NO
8	WCARO	Country office	HOPE for Girls: Health, Opportunities, Protection, Empowerment in the Ebola Context	Empowerment of Young People	1,000,000	RED	32	First round	NO	NO
9	HQ	Management Innovation Services	Insights on Gender-Based Violence through In-Depth Analysis of Big Data on Social Media and the Web	Gender Based Violence, Gender Equality	110,000	N/A	N/A	First round	NO	NO
10	HQ	Technical Division - Adolescent and Youth	Leadership for New Emergence	Empowerment of Young People	225,000	N/A	N/A	First round	NO	NO
11	HQ	Division of Management Services	Open Data Portal	Data, Operations	50,000	N/A	N/A	First round	NO	NO
12	HQ	Technical Division (PDB)	UNFPA Lab for Policy and Cooperation on Population and Sustainable Development	Population and Development	1st installment - 556,400; 2nd installment - 214,000	N/A	N/A	First round	YES	NO
13	HQ	Division of Management Services	World Population Census Program	Population and Development, Data	75,000	N/A	N/A	First round	NO	NO
14	HQ	Technical Division	Youth and Peacebuilding: An Innovative Operational Guidance	Empowerment of Young People	190,000	N/A	N/A	First round	NO	NO
15	WCARO	Country office	Access to Reproductive Health Information and Services through the Virtual Youth Friendly Centre (VYFC) tagged "Ginja9ja"	Youth SRH, Empowerment	246,269	RED	55	Second Round	NO	NO
16	APRO	Country office	Bougainville Youths' Leadership Role in Bougainville Referendum	Youth Leadership	300,000	ORANGE	11	Second Round	NO	NO
17	LACRO	Country office	Breaking Patterns: Reducing teen pregnancy, dating violence and school dropou	Empowerment of Young People, Teen Pregnancy	477,596	PINK	8	Second Round	NO	NO
18	ESARO	Zambia	Co-creation of electronic interfaces to advance improved and equitable access to youth friendly information & services for marginalized and vulnerable young people in Zambia	Adolescent Sexual and Reproductive Health	450,000	RED	14	Second Round	NO	27/02/15
19	HQ	Management Information Services	Conducting Low Cost Surveys Using Private Sector Anonymized Microdata	Data, Population and Development	160,000	N/A	N/A	Second Round	NO	NO
20	ESARO	Namibia	Improving access to quality MNCH services through community-facility partnership on response transportation mechanisms and enhanced MDSR in northern regions Namibia	Maternal Health	518,4	YELLOW	14	Second Round	NO	NO
21	WCARO	Mauritania	Improving maternal health through midwifery mentorship	Maternal Health	49,000	RED	N/A	Second Round	NO	NO
22	WCARO	Nigeria	Making A Difference -(M.A.D)- Challenge: A Visibility Project	Partnership, Resource Mobilisation, Communication	260,000	RED	55	Second Round	NO	NO
23	WCARO	Mauritania, Benin, Programme Division	mHealth for Africa: A knowledge fair to exchange practices, explore south-south cooperation and create new scaled mHealth initiatives & follow up support to COs for their implementation	Adolescent Sexual and Reproductive Health	324,000	RED	N/A	Second Round	NO	NO
24	WCARO	Nigeria	Northern Nigeria Midwifery Roadshow - First Stop: Sokoto State!	Maternal Health	120,000	RED	55	Second Round	NO	NO

25	HQ	Division of Communications and Strategic Partnerships	Online Guerilla Marketing for Social Good	Empowerment of Young People, CSE	18,000 or 50,000 per year	N/A	N/A	Second Round	NO	NO
26	SRO	Sub-Regional Office Kazakhstan	Real-time country's "readiness" assessment for the "life-saving" assistance in Crisis	Humanitarian, SRH	162,000	N/A	10	Second Round	NO	NO
27	HQ	Division of Communications and Strategic Partnerships & Programme Division	Retention of Health-Care Workers in Developing Countries	Human resources for health	125,000	N/A	N/A	Second Round	NO	NO
28	WCARO	Benin	Services de Sante Sexuelle Reproductive Appropriées pour la Jeune Fille	Adolescent Sexual and Reproductive Health	500,000	RED	25	Second Round	NO	19/06/15
29	APRO	Indonesia	Tapping the Keys to A Better Future: Big Data Analytics on Contemporary Youth Concerns in Indonesia	Web, Data	125,000	ORANGE	20	Second Round	NO	08/04/15
30	ASRO	Palestine	The Launch Pad: Private Sector for Youth Development	Empowerment of young People	410,40	YELLOW	12	Second Round	NO	25/05/16
31	LACRO	Latin America and the Caribbean	Women investing in Women: Engaging Women Philanthropists in Argentina and Beyond	Partnership, Resource Mobilisation, Communication	124,000 (84,000 from Innov. Fund)	N/A	31	Second Round	YES	NO
32	ASRO	Somalia	A 720 Degree Approach to Accelerating Abandonment of Female Genital Mutilation	GBV, FGM	200,000	RED	28	Third Round	NO	NO
33	WCARO	Cote d'Ivoire	Campagne de Lutte Contre les Grossesses d'Adolescentes en Cote d'Ivoire	Communication	n/a	RED	41	Third Round	NO	NO
34	ASRO	Jordan	Creating a Space for Change: Zaatari Youth Center	Humanitarian, GBV, Young People	n/a	PINK	10	Third Round	NO	NO
35	HQ	Procurement Services Branch	Design & Technology 4 Development (DT4D) Lab	Partnerships	200,000	N/A	N/A	Third Round	NO	03/07/15
36	WCARO	Nigeria	Enhancing Young People's Access to Reproductive Health Information and Services through the Virtual Youth Friendly Centre (VYFC) tagged "Ginja9ja"	Adolescent Sexual and Reproductive Health	219,269	RED	55	Third Round	NO	NO
37	EECARO	Georgia	Gender Transformative Media Programming for Greater Male Involvement for Gender Equality	Media, Gender Equality, Engaging Men and Bodys	40,000	YELLOW	7	Third Round	YES	NO
38	LACRO	Latin America and the Caribbean	Geo-Referenced Web-Based Application for Smart Systems, Including Smart Phones and Tablets, to gather Socio-Demographic Data in Humanitarian Situations	Humanitarian, Data	80,000 Innov. Fund (115,000 Total)	N/A	31	Third Round	YES	NO
39	HQ	Technical Division (HAB)	Geospatial Modelling for Increasing Impact of UNFPA Programming – An HIV Programming Pilot	HIV	112,000	N/A	N/A	Third Round	NO	NO
40	WCARO	Mali	Gestion Décentralisée des Dynamiques de Population et Planification du développement au Mali : Centralité des Données Sociodémographiques dans la Zone Pilote de Sikasso	Data, Population and Development	332,704	RED	27	Third Round	NO	NO
41	HQ	Procurement Services Branch	Green Procurement Index Health (CPIH): Co-Designing and Prototyping Green Procurement Criteria	Operations, Climate	249,180 Innov. Fund (695,250 Total)	N/A	N/A	Third Round	NO	03/07/15
42	HQ	Division of Management Services	Green the Orange	Operations, Climate	200,000	N/A	N/A	Third Round	NO	NO
43	HQ	Division of Management Services	HACT: Are We Getting Value for Money?	Operational Efficiency	168,400	N/A	N/A	Third Round	NO	NO
44	APRO	Indonesia	Innovating for Better Disaster Response: Web-Based Geo-Spatial Emergency Information Portal	Web, data	68,000	ORANGE	20	Third Round	YES	08/04/15
45	HQ	Programme Division	Leading by Doing: Making UNFPA a Change Leader in UN System "Fit-for-Purpose"	Operational Efficiency	50,000	N/A	N/A	Third Round	NO	NO
46	APRO	India	Leveraging E-Technologies to Promote Adolescent Friendly Schools	e-technologies, Young People	390,000	ORANGE	43	Third Round	NO	26/02/16
47	WCARO	Mali	Mon Téléphone Portable, Mon Ami Intime	Adolescent Sexual and Reproductive Health	200,000	RED	27	Third Round	NO	NO
48	APRO	Myanmar	Pink and White Mobile App: ARH Outreach to Serve Youth and Adolescents in Urban and Rural Communities	Mobile app, Adolescent Sexual and Reproductive Health	231,308	ORANGE	32	Third Round	YES	NO
49	HQ	Technical Division (PDB)	POPClimate2020 -- A Data Center for Population Resilience to Climate Change	Data, Climate, Population and Development	225,000	N/A	N/A	Third Round	NO	NO

50	ESARO	Zambia, Ethiopia, Management Information Services, Technical Division	Portable Mobile Learning System - mLearning	Sexual and Reproductive Health, Maternal health	165,000	RED	14	Third Round	NO	27/02/2015 (Zambia)
51	LACRO	Bolivia	Sexual and Reproductive Rights on Four Wheels	Adolescent Sexual and Reproductive Health	388,260 Innov. Fund (470,492 Total)	ORANGE	15	Third Round	NO	NO
52	WCARO	Cote d'Ivoire	Strengthening the Capacity of Platforms and Organizations of Social Protection for the Prevention and Care of Gender Based Violence Survivors in Cote d'Ivoire	Capacity building, Gender Based Violence	1,000,000	RED	41	Third Round	NO	NO
53	HQ	Procurement Services Branch	Sustainable Energy for Birth Clinics in Rural Areas	Maternal and Child Health	498,000	N/A	N/A	Third Round	NO	03/07/15
54	ASRO	Palestine	The Launch Pad: Private Sector for Youth Development	Empowerment of Young People, Partnerships	410,400	YELLOW	12	Third Round	NO	25/05/16
55	WCARO	Sierra Leone	The MyCycle Project	Adolescent Sexual and Reproductive Health	600,000	RED	32	Third Round	NO	NO
56	ESARO	Zambia	Zambia @50 Youth Innovation Challenge – A Co-creation of mHealth Interfaces to Advance Improved and Equitable Access to Youth-Friendly Information and Services for Marginalized and Vulnerable Young People in Zambia	Adolescent Sexual and Reproductive Health	250,000	RED	14	Third Round	NO	27/02/15
57	LACRO	Dominican Republic	A click for my life, taking control	Mobile app, Adolescent Sexual and Reproductive Health	771746.1 (USD\$ 590,124.85 Innovation Fund)	PINK	8	Fourth Round	NO	NO
58	APRO	Vietnam	Applying interactive mHealth tools in Viet Nam's health system through strengthening the capacity of Ethnic Minority Midwives	Mobile app, Maternal Health, Sexual and Reproductive Health	400,000 (Innovation Fund) 60,000 (Partners)	PINK	24	Fourth Round	NO	NO
59	ESARO	Kenya	Community Life Centers: A Public Private Partnership to reduce maternal and newborn death in Mandera County, Kenya	Mobile app, Maternal and Child Health, Partnerships	800000 (350-500,000 Innovation Fund)	RED	43	Fourth Round	YES	21-23/10/2015
60	WCARO	Mauritania	Création d'unité de renforcement et de suivi des activités SR et Supplémentation des FEFA en état de dénutrition, au sein des structures de santé dans cinq régions de Mauritanie en situation d'urgence	Sexual and Reproductive Health	420 000	RED	N/A	Fourth Round	NO	NO
61	ESARO	Malawi	Dignity Kit innovation: replace traditional menstrual pads with a menstrual cup	Delivery, Maternal Health	16000	RED	27	Fourth Round	YES	22/04/15
62	LACRO	Uruguay	Exponential Health Education. Attaining massive reach of sexual and reproductive health and rights promotion, through an innovative education technology.	Digital tech, Adolescent Sexual and Reproductive Health	47,000, 33,000 from Innovation Fund	PINK	3	Fourth Round	NO	12/08/16
63	APRO	Thailand	Face-to-Face Fundraising Thailand	Partnerships, Resource Mobilisation	900,000	PINK	44	Fourth Round	YES	NO
64	ESARO	East and Southern Africa Regional Office	First National household survey for gender-based-violence in South Africa	Gender based Violence, Data	300,000 (Innovation Fund)	N/A	63	Fourth Round	NO	NO
65	APRO	Mongolia	Having Their Say: Mapping Youth-Friendly Health Services and Enabling Young People to Give Real-Time Feedback on Them	Digital tech, Adolescent Sexual and Reproductive Health	300,000	PINK	11	Fourth Round	NO	NO
66	ESARO	South Africa	Improving the Quality of ASRH Information and Services in South Africa through M-Health: An Innovative and Interactive Mobisite for Adolescents and Youth	mobile app, Adolescent Sexual and Reproductive Health	492 399.84	YELLOW	41	Fourth Round	YES	NO
67	ESARO	Malawi	Increasing Awareness of Cervical Cancer and Referral Services Among Adolescents and Women of Reproductive Age Living with HIV in Malawi	Awareness raising, Sexual and Reproductive Health	31,500	RED	27	Fourth Round	NO	22/04/15
68	WCARO	Togo	Informed Push Model (IPM) in Togo: A Best Practice in Public/Private Partnership for Supply Chain Excellence to Scale Up	Family Planning, Supply Chain	671 500 (501,500 Innovation Fund)	RED	18	Fourth Round	NO	NO
69	HQ	Procurement Services Branch, Management Information Services, Population Development Branch	Innovation in Census – Ringing in the 2020 Population & Housing Census Round	Data, Population and Development	N/A	N/A	N/A	Fourth Round	NO	03/07/15
70	APRO	India	Leveraging e- technologies to promote adolescent friendly schools	e-technologies, Empowerment of Young People	80,000	ORANGE	43	Fourth Round	NO	26/02/16
71	ESARO	Eritrea	Meeting the SRH Information and Service Needs among People with Disability in Eritrea	Sexual and Reproductive Health	160,000	RED	10	Fourth Round	NO	4/8/2015; 6/24/2015
72	LACRO and TD	Technical Division and Haiti	Mise en place d'une cartographie dynamique pour le monitoring SONU en Haiti	Data, Sexual and Reproductive Health	136,000	N/A	N/A	Fourth Round	NO	NO
73	ASRO	Syria	Mobilizing Young People to Improve the Social Fabric and Cohesion in Syria	Intervention, Empowerment of Young People	184,100.00	YELLOW	31	Fourth Round	YES	NO
74	ASRO	Jordan	One Week Volunteering for the Community	Empowerment of Young People	180,000	PINK	10	Fourth Round	NO	NO

75	ESARO	Zambia	Play it Smart: A Branded Social Marketing Campaign to promote condom use among young people in Zambia	Sexual and Reproductive Health, HIV, Young People	N/A	RED	14	Fourth Round	NO	27/02/15
76	ESARO	Tanzania, Ethiopia, Tanzania, TD, MIS	Portable Mobile Learning System - mLearning	Sexual and Reproductive Health, Maternal Health	86,000	RED	30	Fourth Round	YES	28/04/2015 (Tanzania)
77	WCARO	Togo	Projet de mise à échelle nationale du Monitoring des centres de santé de Soins Obstétricaux et Néonataux d'Urgence de catégorie B (SONUB) au Togo : Une pratique exemplaire pour renforcer le Système d'Information et de Suivi des Indicateurs du Projet Taxi Secure pour la prévention des violences sexuelles à l'égard des Adolescentes et jeunes filles dans le transport en commun à Nouakchott et à Nouadhibou	Maternal Health, Data	204100 (146 100 Innovation Fund)	RED	18	Fourth Round	NO	NO
78	WCARO	Mauritanie	Projet Taxi Secure pour la prévention des violences sexuelles à l'égard des Adolescentes et jeunes filles dans le transport en commun à Nouakchott et à Nouadhibou	Gender based Violence, Young People	200,000	RED	23	Fourth Round	NO	NO
79	LACRO	Bolivia	Sexual and reproductive rights on four wheels	Adolescent Sexual and Reproductive Health	474,693 US\$ (UNFPA Innovation Fund: 392,460)	ORANGE	15	Fourth Round	NO	NO
80	ESARO	Democratic Republic of the Congo	Support for Strengthening the resilience of rural women in food insecurity affected by the consequences of climate change and natural disasters and improving communication skills, interpersonal and leadership of rural women and ensure universal	Capacity building, Sexual and Reproductive Health, Climate	1,408,233	RED	62	Fourth Round	NO	NO
81	WCARO	Nigeria	The "Picture-Code" Project : Improving male support for women's maternal health	Maternal Health, Gender Equality, Engaging Men and Boys	108,937.00	RED	55	Fourth Round	NO	NO
82	WCARO	West and Central Africa Regional Office and Congo	Transformational partnership model with the private sector to scale-up RMNCAH in Middle Income Countries in WCA region	Partnerships, Resource Mobilisation, Maternal Health	295,000	N/A	62	Fourth Round	NO	NO
83	HQ	Division of Management Services	UN shared vehicle pool	Operational Efficiency	100,000	N/A	N/A	Fourth Round	YES	NO
84	APRO	China	UNFPA e-Population Award	Population and Development	175000 (99,000 Innovation Fund)	PINK	17	Fourth Round	YES	NO
85	HQ	Division of Human Resources	UNFPA Female Personnel Security App	Gender Based Violence	300,000	N/A	N/A	Fourth Round	NO	NO
86	HQ	Division of Human Resources	UNFPA Young Innovators Fellowship Programme: Hiring today's innovators, developing tomorrow's leaders	Human Resources, Empowerment of Young People	280,000	N/A	N/A	Fourth Round	YES	NO
87	ESARO	Madagascar	Use of M-Health to Improve Sexual and Reproductive Health Madagascar	Mobile app, Adolescent Sexual and Reproductive Health	10,000.00	RED	31	Fourth Round	NO	NO
88	EECARO	East and Central Europe Regional Office	Using Big Data to Evaluate Comprehensive Sexuality Education	Data, CSE	139,000	N/A	43	Fourth Round	NO	09/06/16
89	ESARO	Burundi	Youth community telecentres on Comprehensive Sexual Education "ONE TOUCH LEARN MORE"	Digital tech	152,000	RED	24	Fourth Round	NO	20/11/15
90	APRO	Country office	Dial Your Choice	Digital tech	200,000	RED	30	Fifth Round	NO	NO
91	APRO	Country office	Improving knowledge and use of adolescent sexual and reproductive health in Nepal through the use of mobile application		145,000	RED	40	Fifth Round	NO	NO
92	APRO	Country office	Distributed One Data Information System	Data,	65,000	ORANGE	20	Fifth Round	NO	08/04/15
93	APRO	Country office	Building girls' assets, creating a sustainable future		84,000	ORANGE	22	Fifth Round	NO	NO
94	APRO	Country office	Social Changemakers Lab	Event	66,000	PINK	10	Fifth Round	YES	NO
95	APRO	Country office	M&E Portal Plus	Web	80,000	ORANGE	15	Fifth Round	NO	01/07/16
96	APRO	Country office	TrackQR (trak-er)	Mobile App	75,000	ORANGE	15	Fifth Round	NO	01/07/16
97	ASRO	Country office	The trip of Uncle Kamel, a man fighting violence against women	Communication	95,000	PINK	7	Fifth Round	NO	14/02/15
98	ASRO	Country office	Yalla shabab: Youth Active Citizens	Awareness raising	41,000	YELLOW	12	Fifth Round	YES	25/05/16
99	ASRO	Country office	Basic Life Skills: The Appealing Smart Phone Game	Mobile app	40,000,000	PINK	40	Fifth Round	YES	NO

100	ASRO	Country office	Promoting Youth Engagement with UN Agencies through Facebook	Social media, youth	76,600	ORANGE	26	Fifth Round	NO	NO
101	ASRO	Country office	"Clicking the mind" - stimulating behaviour change to abandon Female Genital Mutilation and Child Marriage in Somalia		150,000	RED	28	Fifth Round	NO	NO
102	ASRO	Country office	Population & Data e-learning portal		100,000	RED	28	Fifth Round	NO	NO
103	ASRO	Country office	Social Change Tournament for Adolescents in Public schools to eradicate early marriage.	Awareness raising	81,500	YELLOW	40	Fifth Round	NO	22/06/16
104	ASRO	Country office	Experiment the Nonexperimental: Enabling Female Youth to Rebuild Innovatively the Syrian Society and Infrastructure Using Modern Technologies	Digital tech	135,600	YELLOW	31	Fifth Round	NO	NO
105	ASRO	Country office	Youth to youth dynamic website		23,000	RED	23	Fifth Round	NO	NO
106	ASRO	Country office	SMART (Strengthening Maternal health Awareness & Referral through Technology)		86,000	RED	23	Fifth Round	NO	NO
107	ASRO	Country office	Hour of Hope		91,000	RED	23	Fifth Round	NO	NO
108	ASRO	Country office	Young Girls Family Planning Research		100,000	RED	23	Fifth Round	NO	NO
109	ASRO	Country office	Citizenship Education for Adolescents aged 11-16 in Sudan		150,000	RED	23	Fifth Round	NO	NO
110	EECARO	Country office	PaziSe(x) - Education on sexual and reproductive health of youth through the use of digital technologies	Digital tech	28,017	PINK	N/A	Fifth Round	NO	NO
111	EECARO	Country office	Accelerating ICPD agenda through SDGs		40,000	PINK	7	Fifth Round	NO	NO
112	EECARO	Country office	Tell your story to change the world	Communication	80,000	PINK	3	Fifth Round	NO	NO
113	EECARO	Country office	Delivering vital knowledge to MCH specialists in remote areas on their demand		3,500	PINK	6	Fifth Round	NO	NO
114	EECARO	Country office	Improved Access to Quality Reproductive Health Services Through the Introduction of Self-Guiding Human Rights Tech		120,000	PINK	5	Fifth Round	NO	NO
115	EECARO	Country office	Lighting the Path for Women Refugees	Communication	21,120	PINK	N/A	Fifth Round	NO	NO
116	EECARO	Country office	mEHR - Mobile Electronic Health Records System	Mobile app	75,000	PINK	7	Fifth Round	NO	NO
117	EECARO	Country office	Youth Ride- Get on the Orange Van!	Event - communication	60,000	PINK	43	Fifth Round	NO	NO
118	EECARO	Country office	"Put It On - a mobile solution that fits in every pocket or purse, anytime and anywhere for free	Mobile app	66,500	PINK	6	Fifth Round	YES	NO
119	EECARO	Country office	Promoting Demand-driven Family Planning Policies in Azerbaijan: Informed Choice matters	Information	150,000	PINK	6	Fifth Round	NO	NO
120	ESARO	Country office	Oxygen in Lesotho: Be Connected, Be Tested, Be Safe Mobile Health Tips Advice Centre	Mobile app	39,500	RED	11	Fifth Round	NO	12/07/16
121	ESARO	Country office	Improving access to SRH/HIV services through application of by Mobile Application linking adolescent girls to role models	Mobile app	20,000	RED	27	Fifth Round	NO	22/04/15
122	ESARO	Country office	Enhancing capacity of local communities in hard to reach areas of 5 districts in accessing formal justice with particular focus to Gender Based Violence		30,000	RED	27	Fifth Round	NO	22/04/15
123	ESARO	Country office	Real Time tracking of girl child absenteeism in school using a mobile application- Leaner, Teacher and Mother group-LT&M App	Mobile app	30,000	RED	27	Fifth Round	NO	22/04/15
124	ESARO	Country office	Beyond Obstetric Fistulas Repair		55,000	ORANGE	14	Fifth Round	NO	NO

125	ESARO	Country office	Promoting Sexual Reproductive Rights (SRHR) and bodily integrity among girls at the Tertiary Institutions of Malawi by combating Gender Based Violence (GBV) / ADDRESSING GBV IN TERTIARY INSTITUTIONS IN MALAWI		20,000	RED	27	Fifth Round	NO	22/04/15
126	ESARO	Country office	Live, Love, Laugh Again Initiative: Ensuring that Teen Moms' Potential is fulfilled	Mobile App	35,000	ORANGE	15	Fifth Round	NO	05/02/15
127	ESARO	Country office	NIGINA FASE: Engaging Women's Saving Circle Groups to Advance Family-based Sexuality Education (FASE)		147,250	RED	40	Fifth Round	NO	31/03/15
128	ESARO	Country office	Data for evidence based planning		35,000	RED	23	Fifth Round	NO	NO
129	ESARO	Country office	An Android based SMS services for pregnant women	Mobile app	48,000	RED	10	Fifth Round	NO	4/8/2015; 6/24/2015
130	ESARO	Country office	Green card & Green line for well-being of the first time mothers		150,000	RED	24	Fifth Round	NO	20/11/15
131	ESARO	Country office	Transforming Young People's Lives through Bluetooth Broadcasting of SRHR, HIV & Gender Equality Information.	Information, media, SRHR	35,000	ORANGE	15	Fifth Round	NO	05/02/15
132	ESARO	Country office	Passing the Baton. Bridging the Leadership Gap		197,000	PINK	10	Fifth Round	NO	22/05/15
133	ESARO	Country office	Madagascar Innovative mHealth and web based applications initiative to expand access to SRH information and free services for adolescents and Youth in rural area in Tuléar in southern region	Mobile app	38,890	RED	31	Fifth Round	NO	NO
134	ESARO	Country office	Use of mobile phones in Community Linked Maternal Death Surveillance and Response to reduce maternal mortality. A pilot in Chipinge District, Manicaland Province, Zimbabwe		80,000	RED	35	Fifth Round	YES	NO
135	LACRO	Country office	Teenagers and Sexuality: messages and sexual emotional relations through social media	Social Media	15,848	PINK	3	Fifth Round	YES	12/08/16
136	LACRO	Country office	Campaña Autoestima de Niñas/Adolescentes de 8 a 12 años en tres países de América Latina	Awareness raising	153,150	YELLOW	6	Fifth Round	NO	30/08/16
137	LACRO	Country office	"Allo Perinatal" Mobiles at service of maternal and neonatal health: an innovative model of care for women by midwives	Mobile app	120,000	RED	13	Fifth Round	NO	NO
138	LACRO	Country office	Una solución a la violencia sexual para adolescentes		78,400	PINK	8	Fifth Round	NO	NO
139	LACRO	Country office	Tackling Gender-Based Violence through Mobile Technology in Honduras		48,000	ORANGE	16	Fifth Round	YES	NO
140	WCARO	Country office	ICT against youth radicalization in Mauritania		175,000	RED	N/A	Fifth Round	YES	NO
141	WCARO	Country office	Hand-in-Hand We Stand! Canadian Business Women Partner with South-East Nigerian Young Women		11,162	RED	55	Fifth Round	YES	NO
142	HQ	SRHB	Innovative Appropriate Technology for Birthing		32,000	N/A	N/A	Fifth Round	NO	NO
143	HQ	Evaluation Office	Capturing Women's Voices, Accelerating Transformative Change		28,400	N/A	N/A	Fifth Round	NO	NO
144	EECARO	EECARO, Belarus, Georgia, Ukraine	COs and RO joining forces to work with Social Media Ambassadors in order to amplify our social media impact		50,000	N/A	43	Fifth Round	YES	09/06/16
145	ESARO	ESARO	"Star Wars" Solutions to Supply Chain Management: Cost Benefit and Risk Analysis of Unmanned Aerial Vehicle Systems		44,292	N/A	63	Fifth Round	NO	NO
146	ESARO	Uganda and ESARO	Enhancing Africa Hub/Labs Competitiveness: Fostering Innovation-driven Entrepreneurship in Africa through Afrilabs as a platform		32,941	N/A	63	Fifth Round	NO	NO
147	LACRO	LACRO	Cell Phone Operated Condom Dispensers		38,000	N/A	31	Fifth Round	NO	NO
148	APRO	APRO	"Guess what I am wearing": Sexting and Social Media research		40,000	N/A	44	Fifth Round	NO	NO
149	ASRO and PD	ASRO	Piloting Remote Monitoring methodologies to generate reliable data on programme delivery in areas with constrained access		88,590	N/A	40	Fifth Round	YES	NO

SE	ESARO	TD, MIS	Hack For Youth (Phase I - Hackathon)	Cultural change, Youth	150,000	RED	40	N/A	N/A	31/03/15
SE	ESARO	TD, MIS	Hack For Youth (Phase II - Prototypes and Pilots)	Cultural change, Youth	150,000	RED	40	N/A	N/A	31/03/15
SE	HQ	TD	UNFPA's Big Data Bootcamp	Data, Cultural change	160,000	N/A	N/A	N/A	N/A	NO
SE	LACRO	Argentina		Tech	No proposal submitted	PINK	31	N/A	N/A	12/08/16
SE	LACRO	LACRO	n/a	N/a	No proposal submitted	ORANGE	12	N/A	N/A	04/07/16



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