**CLOSING**

Portfolio as well. How might UNDP serve

**Identify opportunities for future work**

If you do just one thing...

... use the Portfolio Analysis tool to Identi

beyond your own project team, or

issues a country is dealing with, look

For section 1, 4 and 7 consider all the

gallery from past, to present to future.

There are nine sections in the

Instructions

Portofolio Analysis

Analyse your

PROJECT PORTFOLIO

PAST

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

If you do just one thing....

1 Analyse your portfolio

Identify opportunities for future work

Before initiating a new project you might consider how it fits within the current port-

folio. But to stay relevant as an organisa-

tion, you may need to consider the future

portfolio as well. How might UNDP serve

governments best to tackle their most

challenging issues? The Portfolio Analysis

tool helps you to assess your existing por-

tfolio and identify opportunities for port-

folio development.

2 Build empathy

Learn about the people you work for.

Learn how users experience your servi-

ces by using the Customer Journey Map.

Alternatively, you may use Day in the life
to learn about the daily routines. Perso-
as to capture your insights and develop pro-

files of the people you work for. For a more

advanced level, you may consider using

Ecosystem Maps to map stakeholder net-

works and identify potential leverage points.

3 Scan your horizon

Find examples of who has already solved

the problem

Often, a quick internet search gives you

various examples of initiatives that have already solved your problem, or a part

thereof. Devising a keen search strategy helps you to find these examples. The tool

Search Strategy helps you generate the

entry points (keywords) for your search.

You can use the Personal Network tool to map out your weak ties, and the Positive Deviants
to discover these successful practices and strategies to learn from. In addition to this

tool you might use the Reverse Engineer-
ing tool to take apart an existing solution

and learn how its constituent elements are

related. It helps you identify which elements can be replicated for your context.

4 Challenge your assumptions

Translate your assumptions into a testa-

ble hypothesis

Before you start allocating vast amounts of
time and resources on furthering your plan,

it is important to be aware of your assump-

tions. The Assumption Testing Plan tool helps you to identify you assumptions and

translate them into a testable hypothesis.

Alternatively you might take a different

perspective on your challenge by refram-

ing your problem definition with the Re-

framing tool.

5 Build prototypes

Materialize ideas to test them at an early

stage, to learn fast and fail early

Having a clear Prototyping Plan helps you to

focus on specific assumptions you want to

test or feedback you want to get on spe-
cific features of your solution. The Quick

Prototyping Plan helps you align your,

problem statement, solution and prototyp-
ing goals.

6 Running multiple parallel experiments

Find out what the best approach is.

Doing multiple experiments at the same
time, helps you to try an array of possible

solutions, and find out what works and

what doesn’t. The Advanced Prototype

Testing Plan and the RCT Planning tool

helps you think about the different options,

a devise a plan of developing and evaluat-
ing those options.

7 Know when to pivot

How can you tell you’re going in the

eight direction?

Fixation on implementation may lead you into a blind alley. Just like a skipper,
you have to verify you course frequently. The Evaluation Tool helps you to see if you’re

still on track, and when it is better to pivot - change your course.

8 Scale your solutions

Identify leverage mechanism that gener-

ate impact on a larger scale

It is better to start thinking about scaling

your solution while you are implement-

ing. The Leverage cards help you to think

about different strategies to scale your

solution.

9 Reflect on your process

Reflect on your decisions and extract

lessons learned

At the end of a project, there is a natural

moment to reflect back on the process,

evaluate key decisions and extract lessons

learned. The Project Timeline tool, sup-

ports such a reflective conversation. It is
equally important to look forward as well,

what are the opportunities you see for fu-

ture projects? And what knowledge can be

transferred to other activities?

10 Make your solutions sustainable

Think of what needs to be done to

embed your solution in the daily practice

and spread it across the wider eco-

system.

What if UNDP ceased to exist, what your

partners do? Will they go back to their old

customs? Or will they adopt and further
develop your solution? The Adapt & Adapt

tool prompts you to generate possible fu-

ture scenarios that makes your solution

sustainable.