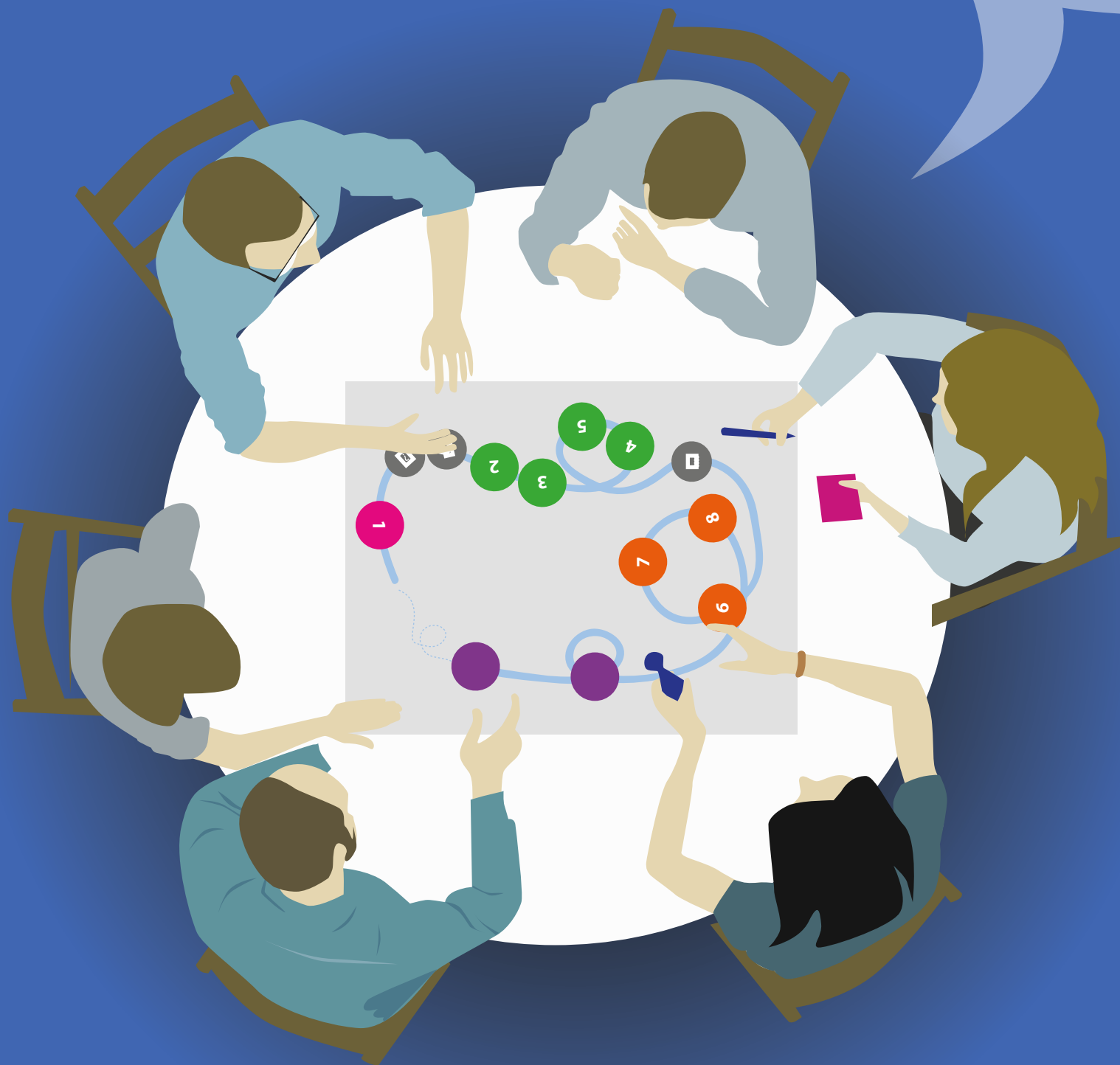
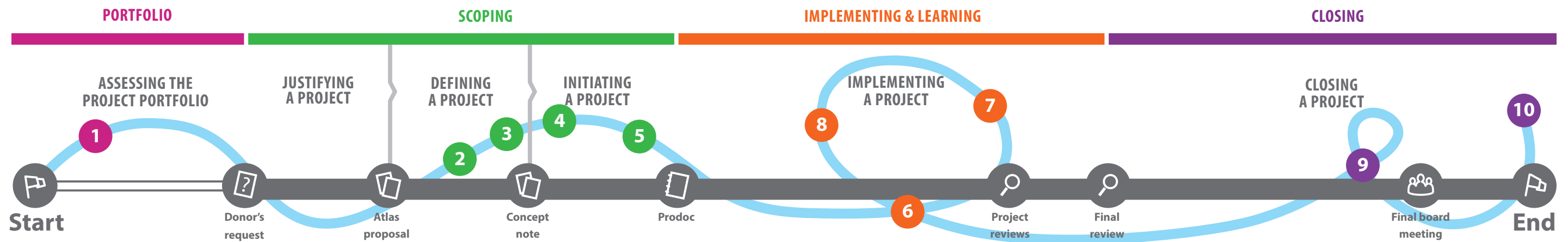


PROJECT CYCLE HACKERS KIT

Changing the conversation
around your projects

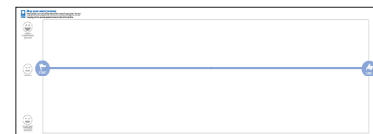




1 analyse your portfolio **2 build empathy** **6 multiple parallel experiments** **9 reflect on your process**



1a Analyse your portfolio



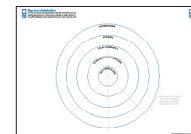
2a Map your users' journey



2b Explore a day in the life



2c Develop a persona



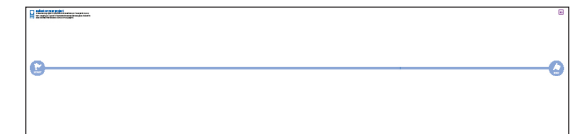
2d Map your stakeholders



6a Plan your advanced prototype



6b Plan your experiment portfolio

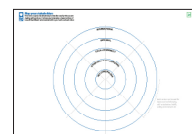


9a Reflect on your project

3 scan your horizon **7 know when to pivot** **10 make your solutions sustainable**



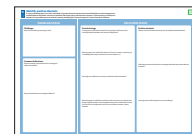
3a Create a search strategy



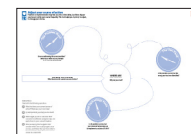
3b Explore your personal network



3c Reverse engineer a solution



3d Identify positive deviants



7a Adjust your course of action

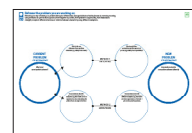


10 Make your solution sustainable

4 challenge your assumptions **8 scale your solutions**



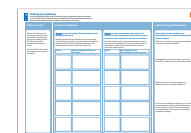
4a Test your assumptions



4b Reframe the problem you are working on



8a Explore leverage mechanisms



8b Scaling up a pathway

5 build prototypes

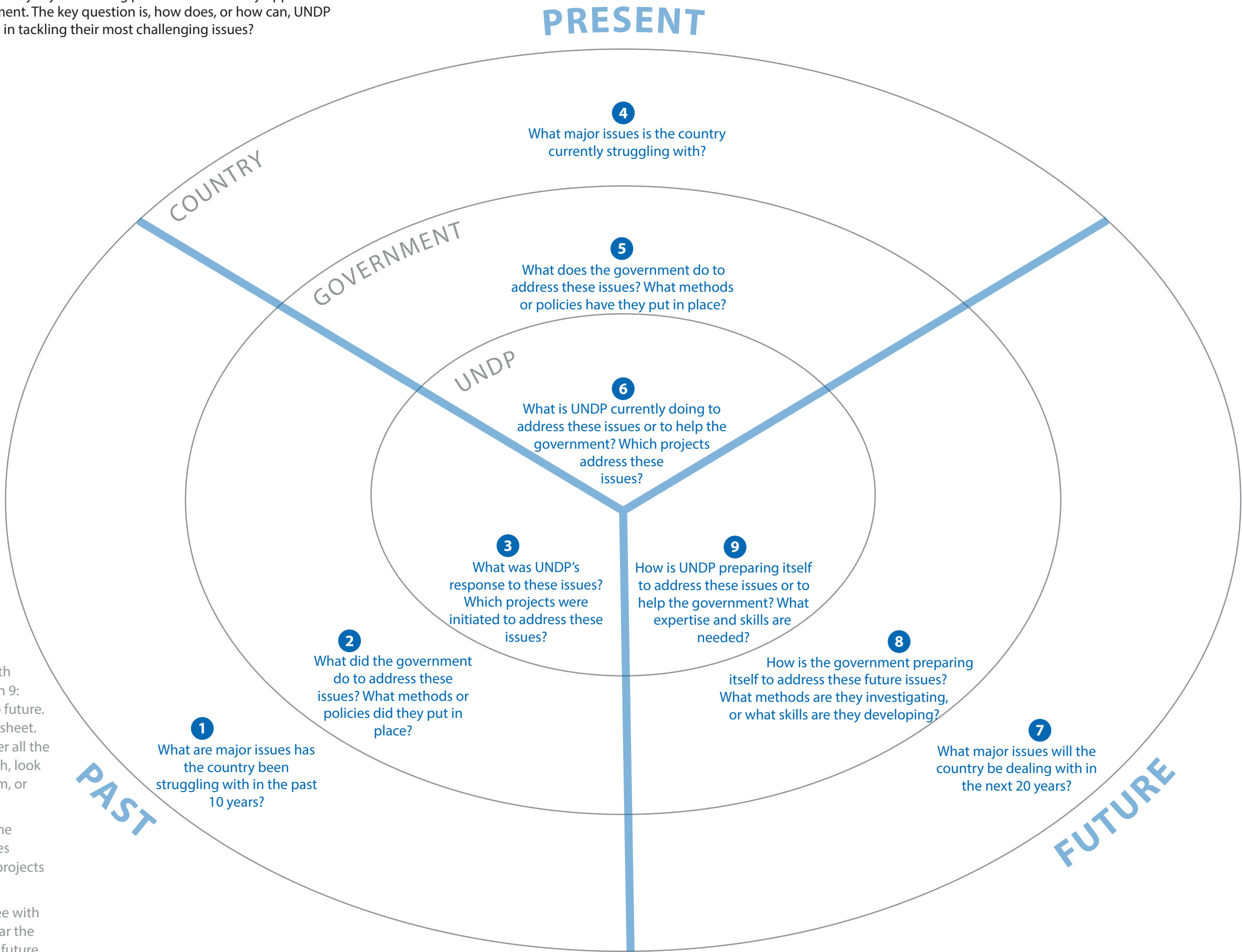


5a Plan your first prototype



Analyse your portfolio

This tool helps you to analyse your existing portfolio and identify opportunities for portfolio development. The key question is, how does, or how can, UNDP support governments in tackling their most challenging issues?



Instructions

There are nine sections in the diagram on the right. Start with section 1 and end with section 9: going from past, to present to future. Map out your answers on the sheet. For sections 1, 4 and 7 consider all the issues a country is dealing with, look beyond your own project team, or expertise area.

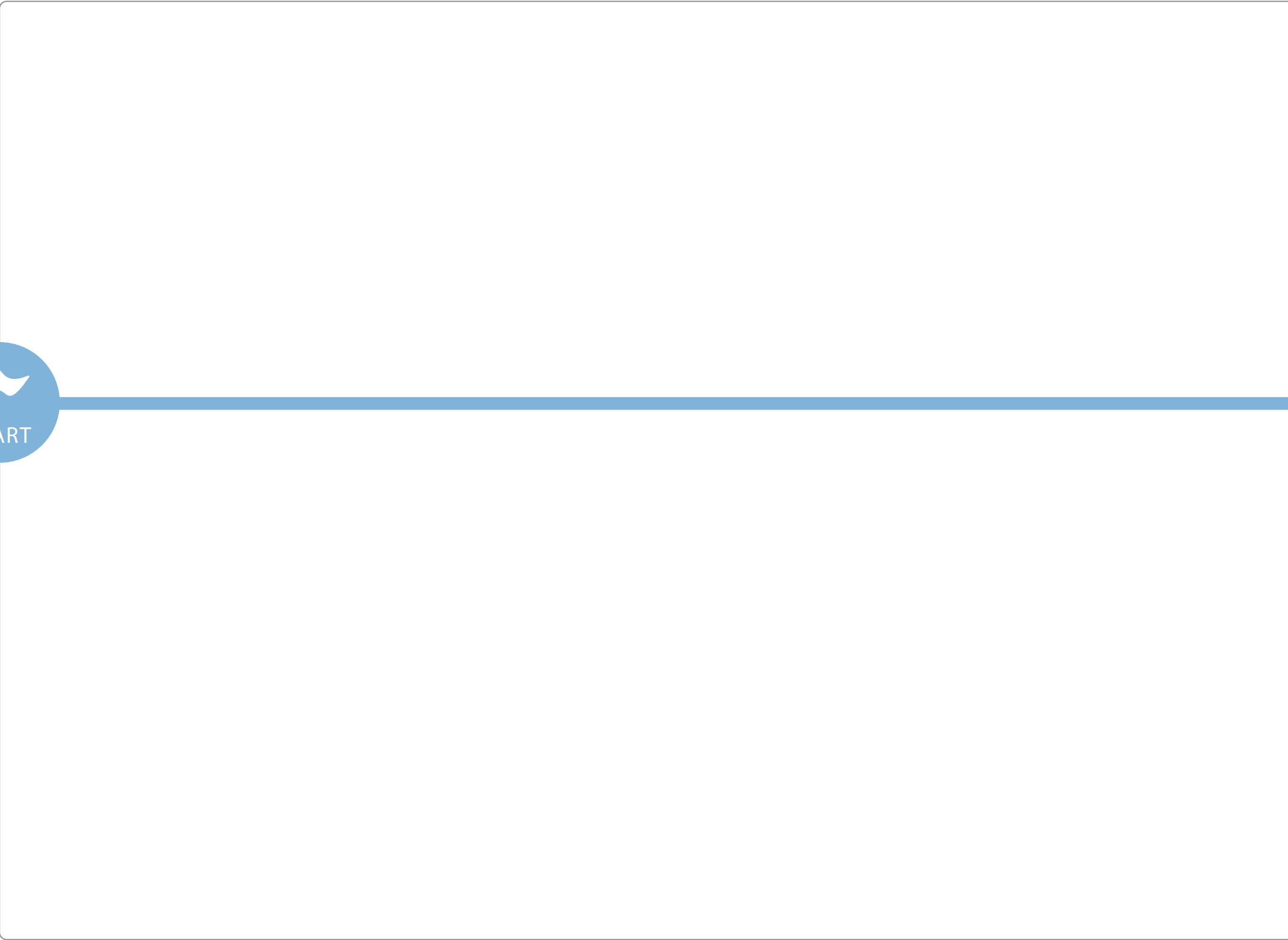
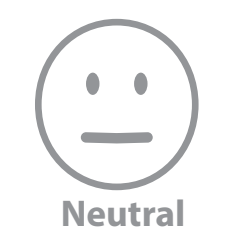
Once you have mapped out the answers, draw connecting lines between issues, policies and projects that are related.

Lastly, discuss the gaps you see with the group? Discuss in particular the the gaps you identified in the future sections. What should UNDP do to help governments solve their most challenging issues? What might this offer look like?



Map your users' journey

When people use a service they interact with several "touch points". This tool helps you to build empathy with service users and identify opportunities by mapping out how people experience these touch point over time.



MOUNT OTHER HALF HERE

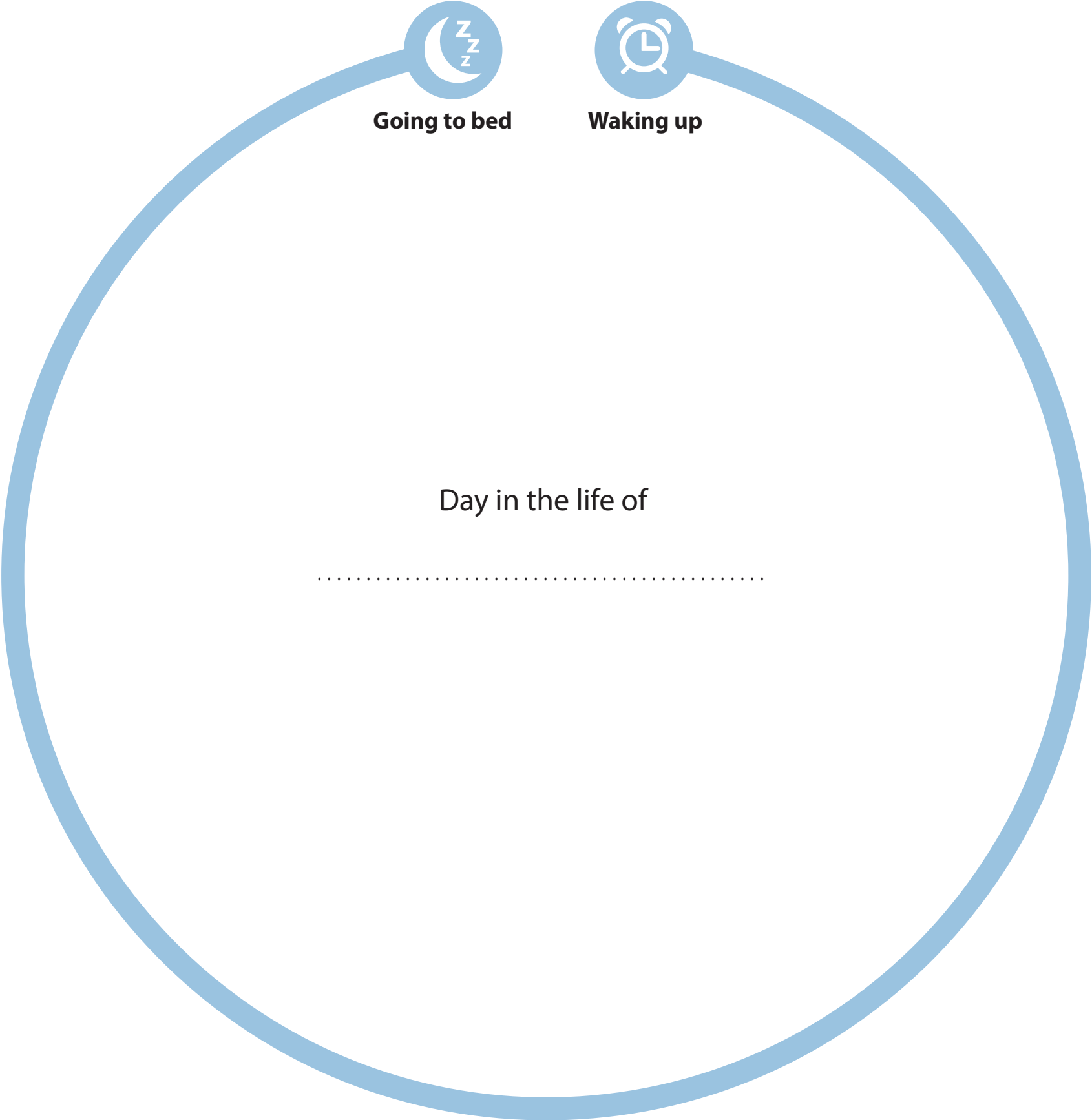


END



Explore a day in the life ...

This tool helps you to understand what a day in the life of your interviewees look like by mapping out their activities throughout one day. Build empathy by learning about their routines and precious moments.



Instructions

Start with the following questions:

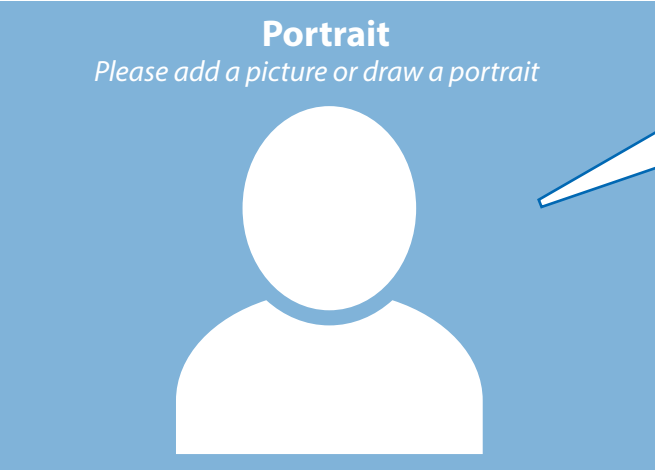
- 1 *Yesterday, what time did you wake up?*
Plot this time next to the alarm clock
- 2 *What did you do after getting up?*
Plot this activity on the dial
- 3 *And what did you do next?*
Plot that on to the dial, as well
- 4 Repeat question 3 until it's "bedtime".
- 5 After mapping out all activities you might follow up on things that intrigued you during the interview. Try to dig for stories, feelings, and emotions. Ask "why?" often, in order to generate a deeper understanding.



Develop a persona

A persona helps you to map out the key characteristics of the people you are working for and share it with others. You may use different personas for different segments or groups of people.

Name



Segment

Occupation

Age

Home town

Marital status

Family/Friends

Interests/Hobbies

Short bio



Quote

What is a typical quote that represents the persona’s objectives, motivations?



Motivations

What drives this persona?

Goals

What are the goals that this persona tries to achieve?

Frustrations

What frustrates this persona?

Enablers

What enables this persona to achieve his/her goals?

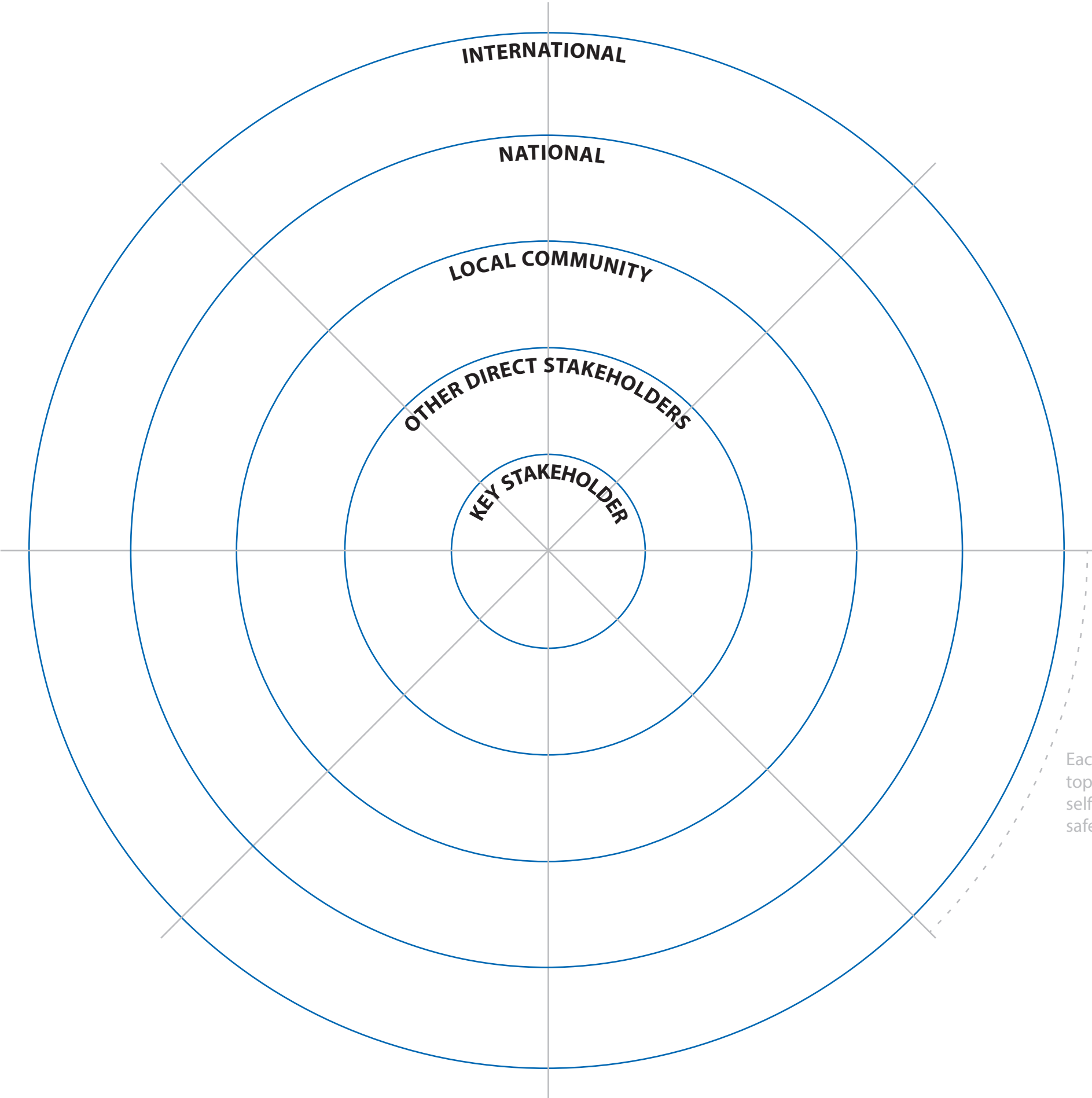
Barriers

What obstructs this persona from achieving his/her objectives?



Map your stakeholders

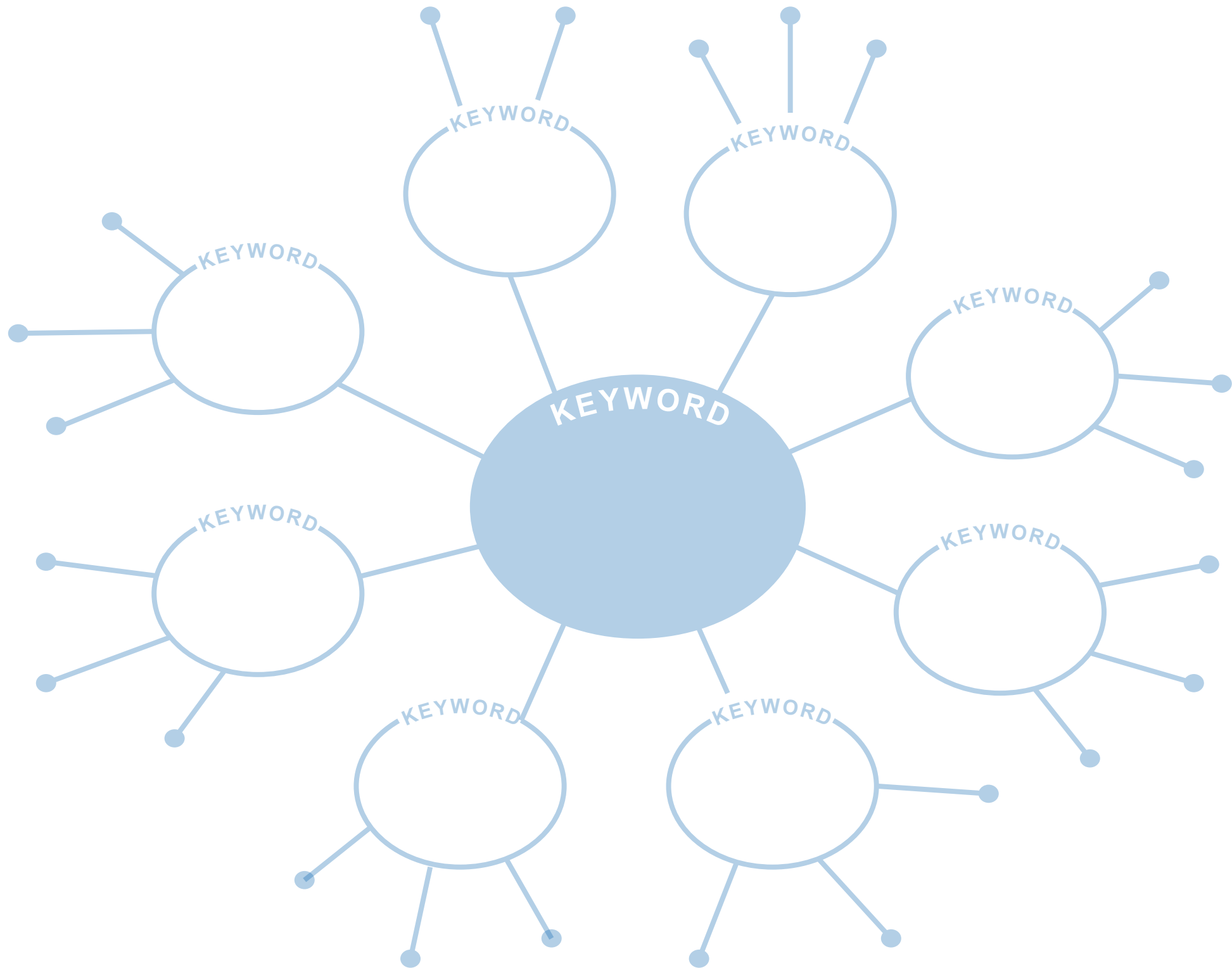
This tool is a quick and simple way to visualise exactly who you are dealing with and how. It allows you to develop a clearer picture of how all the different actors relate both to your work and each other.



Each section can be used for topics such as belonging, self- actualisation, health, safety, environments etc

Create a search strategy

This tool helps you to generate entry points (keywords) for your online search, in order to identify inspiring examples that might benefit your work.



Instructions

Start by considering your problem, is there a main word or phrase which captures the issue, for example: "youth unemployment"?

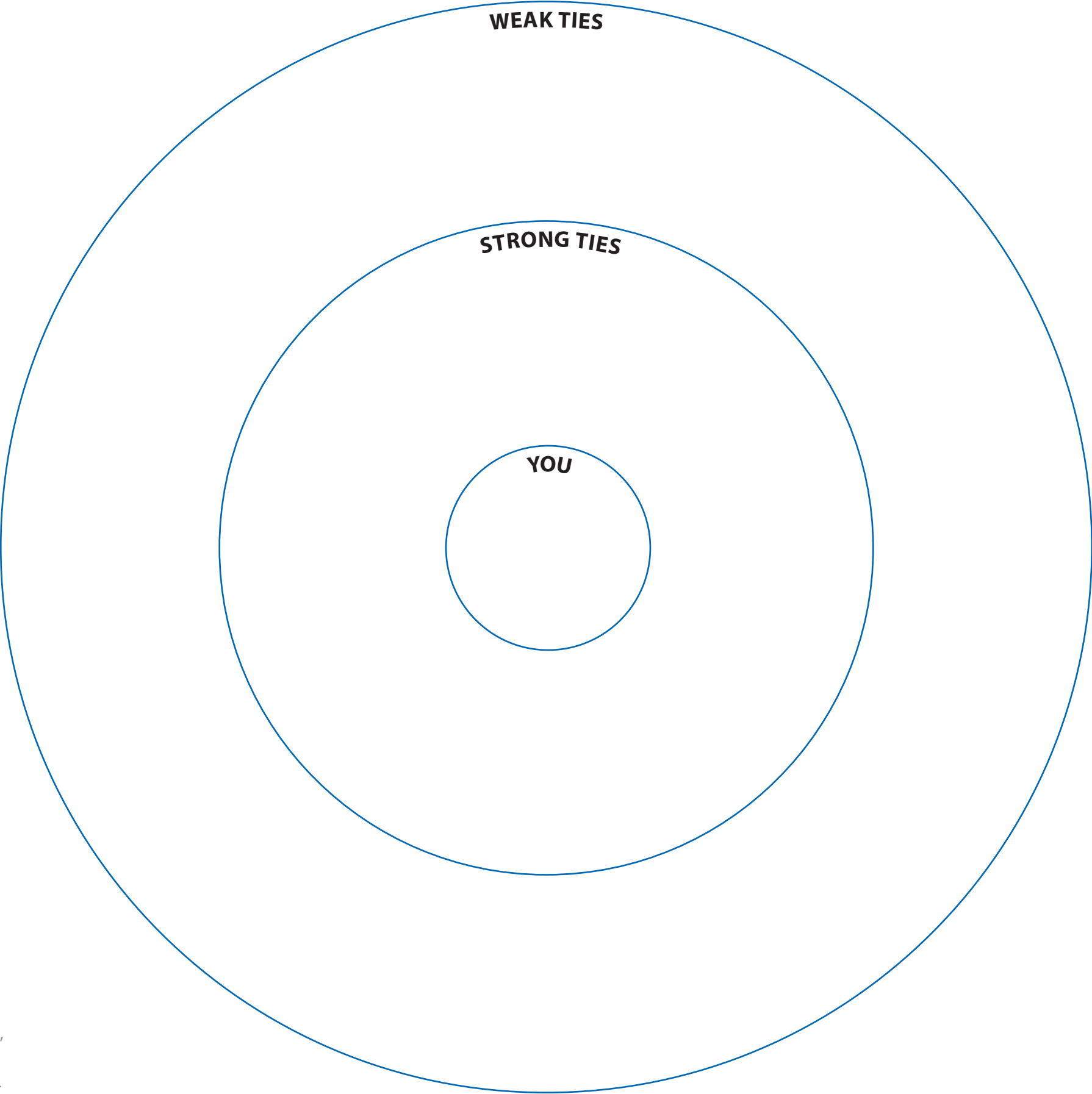
Write this word down in the centre of the diagram. From there, think about other areas where you might find existing solutions, for example: "hackathon", "social enterprises". Try to think of a diverse set of keywords, also try to think beyond the usual. Write these down in the surrounding 'key word' ovals.

Using these key words to carry out an online search should uncover an array of existing examples, which may be useful in addresses your problem. For each keyword you might add additional keywords to diversify or refine your search.



Explore your personal network

This tool helps you to explore your personal social network. Map out your strong ties (direct friends, colleagues, partners), then use your weak ties (friends of friends), as ideas can often come from the people that are distant from you.



Instructions

- 1 Write your name in the middle
- 2 Write all the names and organisations you have had contact with over the last month in the “strong ties” circle.
- 3 Write down all the names of people and organisations who are directly related to your strong ties (the friends of your friends), in the weak ties circle.
- 4 Identify in the weak ties circle the people or organisations who have a solution that might be helpful to your challenge.

1 Describing the existing solution

What is the solution called?

Describing the existing solution: what are the key features?

What problem does it solve, or what value does it deliver?

How does this solution relate to your problem?

Why did you choose this solution?
What inspired you?

2 Analysis: decomposing the solution into key components and relations

What are the components/enablers of the solution? And how are they connected? You may use these prompts below to analyse the solution and learn how the components are configured.

Services, products and systems

What existing services, products or systems are used?

Organisational structure, value and culture

What does the organisational structure of the delivery partners look like?

What organisational values or cultures enable the creation and delivery of the solution?

Actors and stakeholders

Who are the key actors/stakeholders involved in delivering the solution?

Development, production and delivery processes

What do the development, production or delivery process look like?

Resources

What resources enable the solution (e.g. knowledge, finance, materials)?

Platforms and channels, Technology and tools

What existing technologies, tools, platforms and channels are used for delivery?

Design decisions and constraints

What are the key design decisions? And what are the constraints that bound the solution? (eg. legal, financial)

Strategies, policies and leadership

What strategies or policies have the solution?
What type of leadership is needed to develop and drive this solution?

3

Transferring the solution to your local context

What are the key components? And how are they related?

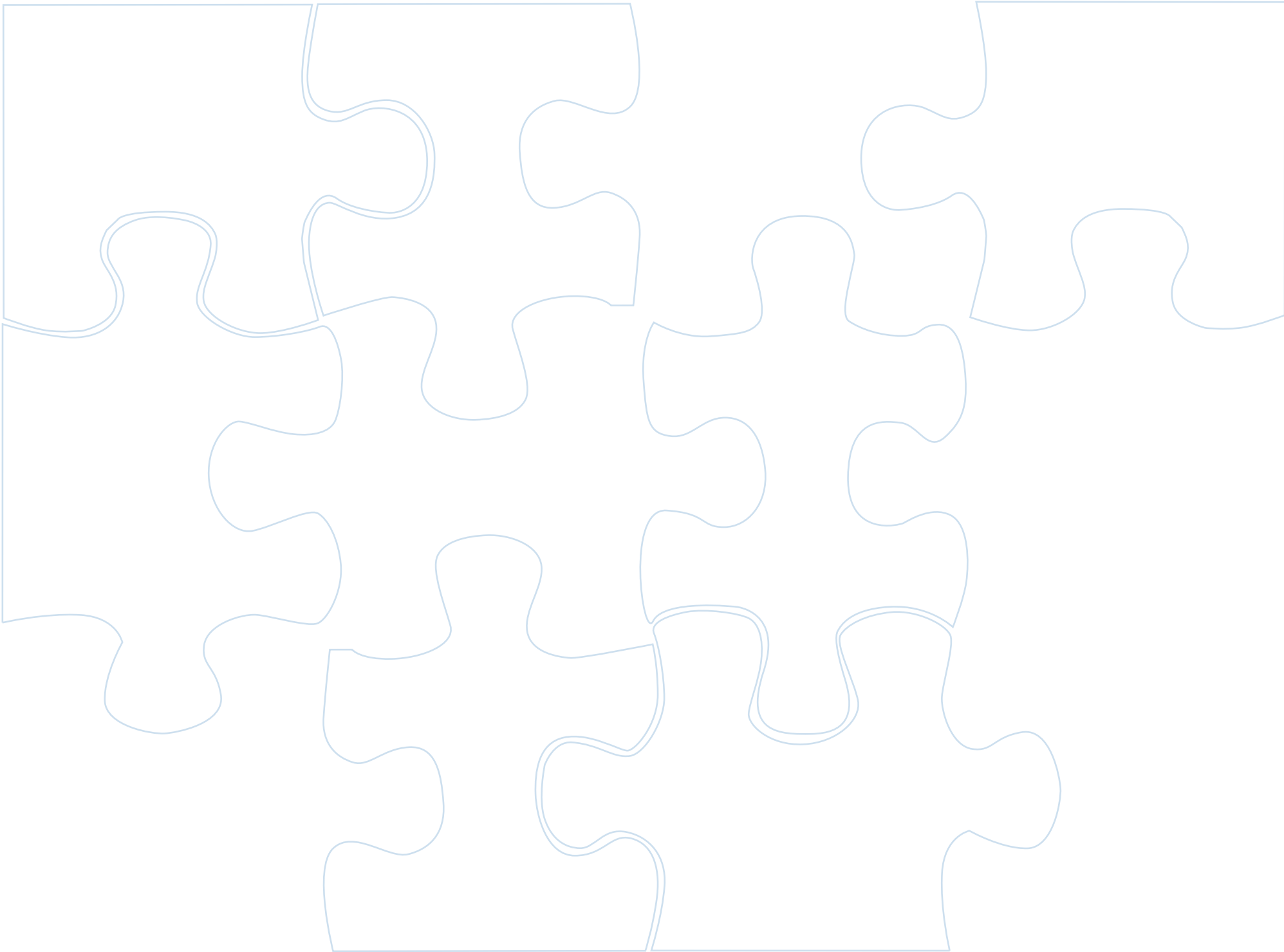
Which key components can be replicated to your local context?

Which key components cannot be replicated to your local context?

4

Mapping the new configuration

What does the new configuration look like? What are the components of your solution? What components need to be created? And how are all these components connected?





Identify positive deviants

In every community there are a few individuals or groups whose uncommon but successful behaviors and strategies have enabled them to find better solutions to problems than their peers, with the same resources. This tool helps you shift your attention from problem space to solution space by identifying the "unusual suspects" to learn from their solutions.

PROBLEM SPACE

Challenge

What is the issue that you are trying to solve?

Common behaviours

What are currently common behaviours or strategies to address this problem?

Why are these behaviours or strategies ineffective?

SOLUTION SPACE

Search strategy

In what places, communities, or networks are you going to look for actors who succesfully tackled the problem with uncommon approaches?

What are going to do to identify "the deviants" in the local context or community (e.g. "snowballing", data analysis, online search, network analysis etc.)?

How might you mobilise the community to identify the deviants themselves?

What other groups or individuals outside the current community or context that have already solved this problem or have developed solutions that could be useful to tackle your issue? (N.B. you might need to look for actors in different countries, cultures, networks).

Positive deviants

When you look at the wider community, who has already solved the problem?

What are the uncommon behaviours or strategies that make these positive deviants successful?

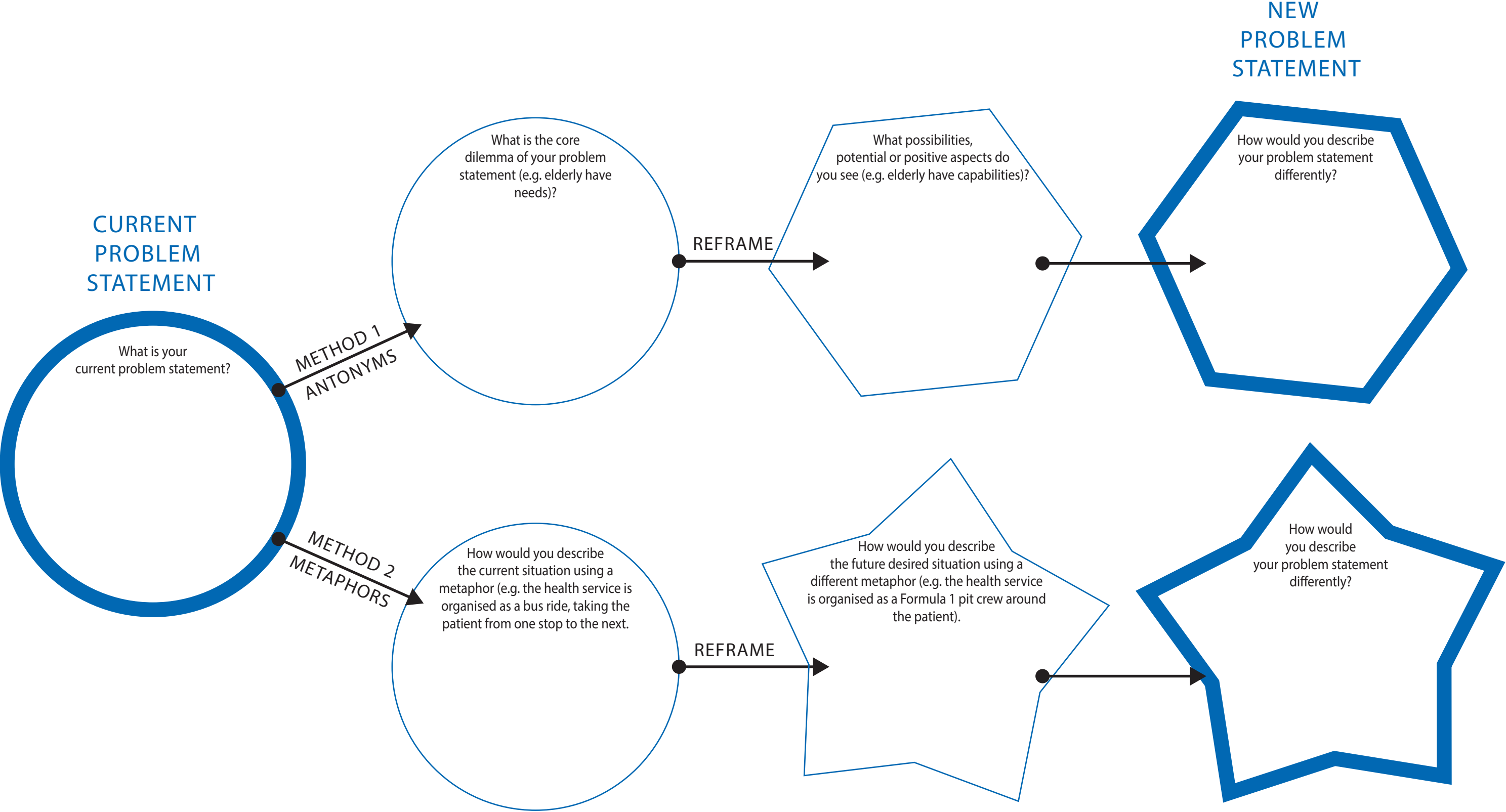
How might you use these approaches to your challlenge?



Test your assumptions

A problem statement often includes assumptions that you are not aware of. This tool helps you to identify these assumptions and translate them into testable hypotheses.

PROBLEM	ASSUMPTIONS	HYPOTHESES		TESTS	RESULTS
What is your problem statement?	What assumptions underpin your problem statement?	If this assumption is true, then... (what would be the observable outcome?)		Starting tomorrow, how would you test this hypothesis?	What does the test show? Is your assumption true or false?
		if...	then...		☐ true ☐ false
		if...	then...		☐ true ☐ false
		if...	then...		☐ true ☐ false
		if...	then...		☐ true ☐ false





Plan your first prototype

Prototypes help you to test your assumptions at an early stage. Having a clear plan helps you to clarify your questions and assumptions, and maximises the learning outcomes of your tests.

Problem statement

What is the problem that you are trying to solve? Frame your problem statement as a question starting with “How might we...”

Solution

What solution do you have mind? Describe or draw what your solution might look like.

Prototyping goal

What do you want to learn from building the prototype? What information are you looking for? Or what is the assumption that you want to test. Describe your goal by starting with “I want to...” (e.g. “I want users to experience how the solution works like”)

Checklist

Who are going to be your respondents? How many?

Where are you going to test your prototype?

When are you going to test your prototype?

What materials, skills or resources do you need to build the prototype?

How are you going to record observations and capture insights?

Who is the key user of you solution?



Plan your advanced prototype

This tool gives a basic, but useful overview of different ways in which you can test your work, as well as when to test it. This tool also helps you to structure your process.

Hypothesis

Specify the main idea/ hypothesis that you want to test.

Try out

Quickly try out your idea to judge whether it can work in real life.

Iterate

Test your idea again after having developed it further, to examine details before launching it.

Making it real

List things like activities, resources, people and materials that you need to make your idea realistic enough to implement.

Hypothesis

What is the hypothesis you want to test? Formulate your hypothesis as an if-then statement: if your hypothesis is true, then what should be the observable outcome?
For example: "If we punish drivers for speeding, then they will reduce their speed and the number of accidents will drop".

Method 1

What methods are you planning to use (e.g. prototyping, RCTs)?

 How much time will it take (hours, days, weeks, months, years)?

Experiment 1

What is the most obvious idea you want to test?

How are you going to test it?

Experiment 2

What is another feasible idea you want to test?

How are you going to test it?

Experiment 3

What is a less obvious idea you want to test?

How are you going to test it?

Experiment 4

What is the most counter intuitive idea you want to test?

How are you going to test it?

Method 2

What methods are you planning to use (e.g. prototyping, RCTs)?

 How much time will it take (hours, days, weeks, months, years)?

Experiment 1

What is the most obvious idea you want to test?

How are you going to test it?

Experiment 2

What is another feasible idea you want to test?

How are you going to test it?

Experiment 3

What is a less obvious idea you want to test?

How are you going to test it?

Experiment 4

What is the most counter intuitive idea you want to test?

How are you going to test it?

Method 3

What methods are you planning to use (e.g. prototyping, RCTs)?

 How much time will it take (hours, days, weeks, months, years)?

Experiment 1

What is the most obvious idea you want to test?

How are you going to test it?

Experiment 2

What is another feasible idea you want to test?

How are you going to test it?

Experiment 3

What is a less obvious idea you want to test?

How are you going to test it?

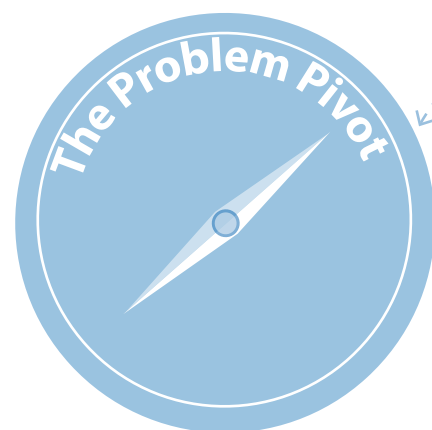
Experiment 4

What is the most counter intuitive idea you want to test?

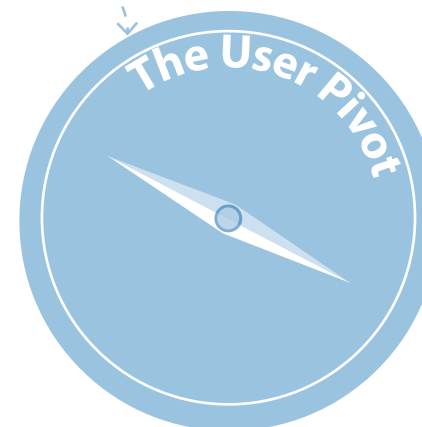
How are you going to test it?

Adjust your course of action

Fixation on implementation may lead you into a blind alley. Just like a skipper you have to varify your course frequently. This tool helps you to pivot, to adjust, to change your course.



*Are you addressing the correct problem?
What if you think of your problem
as an opportunity instead?*



*Is the problem correct, but the
wrong user has been identified?*



*Is the problem correct, but
your choice of technology use
to implement a solution an ill fit?*

COURSE OF ACTION

What has been the current course of action?

WHERE ARE YOU STUCK?

Why are you stuck?

Instructions

Start with the following questions:

- 1 *What has been your current course of action?* What was your main idea?
- 2 *At what point do you feel you are stuck?* Why do you think this is?
- 3 *What might you do to overcome this?* Consider the different navigation tips and apply them to your current situation.
- 4 After answering the 'navigation tips' consider which one could progress your process, and follow that up. Try to refer to these 'navigation tips' when your process comes to a stand still.



Explore leverage mechanisms

It is better to begin thinking about scaling your solution during the implementation stage. These leverage mechanisms offer different strategies to help you think about scaling your solution.

1

Leverage through
**CONVENING OR
BROKERING**

Bringing a wide range of actors together to work collaboratively within their shared interest

2

Leverage through
NEW MODALITY

Introducing a new business model, new technology or new delivery mechanism to reach greater numbers for lower

3

Leverage through
**EXPLOITING GLOBAL
CAPABILITY**

Maximising the knowledge, networks, know how, systems and reach across UNDP to bring significantly more value to key stakeholders

4

Leverage through
ADVOCACY

Pressing for duty bearers to take up their responsibility to act, e.g. to provide services, enforce laws, etc.

5

Leverage through
**PEER-TO-PEER
ADOPTION**

Supporting the spread of new community or household level models and techniques to neighbouring villages and districts. One method is social franchising (making it clear to others how to copy what you've done. Another is frugal innovation (making it purposefully cheap for others to copy or scale what you've done).

6

Leverage through
REPLICATION

Developing an effective model that is then adopted and adapted by other organisations or government institutions

7

Leverage through
**PYRAMID
SELLING
APPROACHES**

Training one group of people who then commit to reaching out, and training others - with the expectation that this will continue to grow

8

Leverage through
**BUILDING
CAPACITY**

Building capacity of key organisations/departments and their staff in government, private sector or NGOs via training, study tours, internships and exchanges

9

Leverage through
**RELEASING
COMMUNITY
POTENTIAL**

Catalysing the effective organisation and use of the physical, natural, cultural, financial, political, institutional and creative assets that are present in communities

10

Leverage through
"GROW AND GO"

Growing independent organisations that go and take on a life of their own, either by creating incubation space for emerging organisations or by spinning off projects into new organisations



Scaling up a pathway

A scaling up pathway helps you to consider how you might move from your solution to your long term goal. This tool helps to identify factors that could support and move forward your solution, and barriers that you may need to overcome.*

1. Vision of scale

What is the outcome you are hoping to achieve with the solution? At what scale do you see it being impactful? (Global, regional, national, sub-national or local).

How far will this vision take you towards your long term scale goal?

2. Drivers and Spaces

Drivers are certain factors that may help to push the project forward.

Identify potential drivers and discuss how they might assist moving your project forward, and how would you support them; consider: People/organisations, markets/demand, incentives, external catalysts etc.

Driver	How it might push forward solution...

Spaces are the circumstances that need to be created, or the barriers that need to be overcome, in order for the solution to scale up successfully.

Consider the financial, organisational, political, cultural, learning, environmental, etc. spaces you solution will be operating in, what barriers do you foresee, and how would you address them?

Space	Circumstance to be created/barrier to be removed...

3. Monitoring and Evaluation

How will you know whether your intervention is successful in achieving the desired impact:

What will you measure to progress towards the scale goal and at what stages?

Through what methods could you collect this data? (RCT, qualitative data, comparative data)

What will you do to monitor progress in addressing drivers and spaces/barriers?

Do you need to adapt the solution, vision, and your assumptions about enablers/drivers and barriers/spaces in light of the evidence gathered and in order to be responsive the larger situational changes?

* This tool is a part of the 'implementation' stage of the kit, but colleagues are encourage to refer to it from the design through the closing stages



Reflect on your project

At the end of a project it is worthwhile to reflect back on the experience as a team. Mapping out key activities, moments and decisions helps you to identify lessons learned that could be useful for other projects.



MOUNT OTHER HALF HERE

MOUNT OTHER HALF HERE





Make your solution sustainable

When the project is over, it can be challenging to ensure your solutions are embedded in daily practice. This tools prompts you to generate possible future scenarios that assist in making your solution sustainable.

ADAPT

If UNDP ceased to exist, would partners build upon the changes they have adopted without UNDP?

RESPOND

If UNDP ceased to exist, would the ecosystem be supportive of changes introduced (allowing them to be upheld, grow, and evolve)?

ADOPT

If UNDP ceased to exist, would partners return to their previous way of working?

EXPAND

If you left now, would outcomes depend on too few people, partners, or organisations?