

Data Innovation Clinic
Report

Istanbul, Turkey
9-11 July 2019

Organized by
UNDP Regional Hubs
in Istanbul and Amman



*Empowered lives.
Resilient nations.*

#NextGenUNDP

Empowered by Data

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This report was prepared by the Data Innovation Clinic facilitators, Andreas Pawelke, Jennifer Colville and Yaera Chung, and is the sole responsibility of the authors and does not reflect the views and opinions of UNDP or the individual participants and/or their organizations who attended the Clinic.

Rationale

CONTEXT

Rationale

Page 3

The UNDP Regional Hubs in Istanbul and Amman, together with Country Offices from the Europe & Central Asia and Arab States regions, have over the past several years invested in efforts to adopt and apply innovative data-informed approaches to better understand development challenges and the impact of our collective interventions to achieve the Sustainable Development Goals (SDGs).

The Data Innovation Clinic that took place in Istanbul from 9 to 11 July 2019 was intended to reflect on the work done so far, introduce new data innovation approaches, frameworks and methods, and chart a way forward, both for the individual Country Offices in attendance as well as for UNDP's data innovation work as a whole.



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Background



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New technologies are becoming ubiquitous and more people and devices are interconnected than ever before, resulting in massive amounts of data being created every second. It is estimated that around 2.5 quintillion bytes of data are created daily at the current pace and that about ninety percent of the data in the world has been generated over the last two years alone. Such data, so the argument goes, is not only of enormous economic value to private companies, but has become an increasingly indispensable resource in the design, implementation, and evaluation of development interventions.

While the data for development space has had its fair share of mishaps, failures, and setbacks – partly stemming from overly simplistic theories of change ('build it and they will come'), a naive belief in the power of data ('open it and they will use it') and a lack of political economy thinking ('provide lots of data and policy-making will be evidence-based') – there has been tremendous progress over the past 10 years in the ways data is contributing to development.

With the first wave of data for development initiatives focused on exploring, prototyping and testing new ways of using data to advance development, we thought it was time to take stock of what we've learned and look at emerging trends that are likely to shape the next generation of data innovation practice. During the Data Innovation Clinic we tried to develop a set of approaches that use #NextGen data practices to help us tackle the complex, interrelated and dynamic development challenges that we face.

The Data Innovation Clinic intended to achieve the following objectives. By the end of the Clinic, participants will:

Rational Objectives		Experiential Objectives	
1.	Know what current thinking and emerging trends are in the data for development space	5.	Appreciate the different ways that digital data can contribute to a more inclusive and empowering development agenda
2.	Learn how to apply the latest data innovation frameworks, methods, and tools in their work	6.	Feel inspired by the expert mentors and the other Data Innovation Clinic participants
3.	Develop and refine a project design that integrates elements of next-generation data innovation practice	7.	Get excited about applying the acquired knowledge and skills
4.	Have contributed to the development of a “bottom-up” strategy for UNDP		

Participants



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47

**Total number of
participants**

28

**UNDP CO personnel
and their national
partners**

16

**Countries from
Europe, Central
Asia, Arab States
and Africa**

The Data Innovation Clinic was geared toward UNDP staff and their national partners*. The following requirements applied:

1. Participants should have a basic understanding of the data for development field, including basic concepts, areas of application, and potential opportunities and risks.
2. Participants should have a project or initiative that requires the collection and/or use of new sources and types of data. Participants had to submit a short application form that outlined their project or initiative which they would be working on throughout the Data Innovation Clinic.
3. Participants had to be available for the entire duration of the Data Innovation Clinic.

* See the full list of participants

PROCESS

Process: Framework



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The Clinic made use of a mixture of andragogy processes, adult-learning exercises, participatory methodologies, and innovation tools and techniques. Each of the three key modules of the Clinic is described below:



Inspire & Engage

The participants learned from data for development experts attending the Clinic as mentors and were given space to reflect on how they could apply some of the insights in their work.



Design & Share

The mentors guided participants on integrating the learning into their own programming; participants then shared the results with other participants for feedback.



Refine & Operationalize

Targeted support and guidance were provided to those participants who wanted to refine and operationalize key components in their initiatives for subsequent implementation.

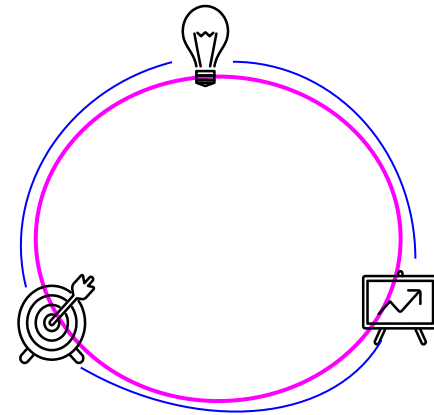
Key Sessions: Day 1

Welcome & Introductions

(Day 1, 9.00 - 10.30)

Gerd Trogemann, Manager of the UNDP Istanbul Regional Hub, welcomed participants to the Data Innovation Clinic and discussed the increasingly important role of data in the work of UNDP.

The Clinic facilitators then spoke about the current state of data innovation at UNDP, emerging trends and how the Regional Hubs in Istanbul and Amman are working with various Country Offices to build capabilities of UNDP staff and national partners to complement the use of traditional data with new and alternative sources and types of data in tackling complex development challenges.



*A detailed agenda with all the sessions is presented [here](#)

Key Sessions: Day 1



The presentation also highlighted previous and ongoing data innovation work across the Europe & Central Asia and Arab States regions including:

Measuring the Unmeasured SDG Tier 3 Indicators

- The Measuring the Unmeasured project supported unconventional data-measuring approaches to measure SDG Tier 3 indicators (those indicators without a measurement framework); across 11 countries, and in collaboration with DataPop Alliance

[LEARN MORE](#)

Ministry of Data

- The Ministry of Data initiative organized open data challenges in the Western Balkans and Black Sea regions to crowdsource solutions for socio-economic challenges such as air pollution and mobility in cities

[LEARN MORE](#)

A Guide to Data Innovation for Development From idea to proof-of-concept

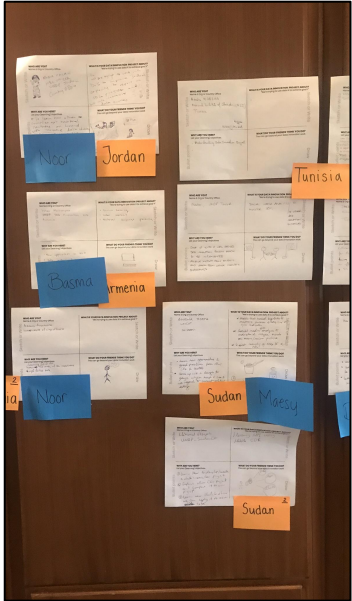
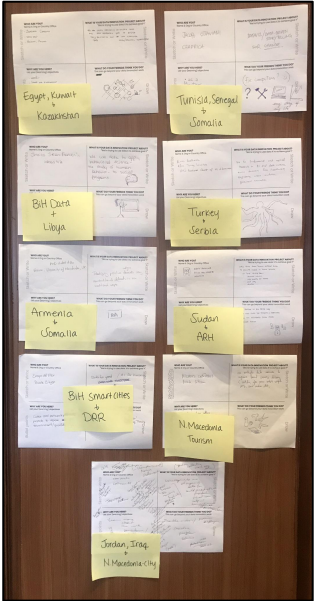
- Practical guidance, based on the hands-on experience of six countries across the two regions, to jump-start data innovation projects, from the design phase through the creation of a proof-of-concept

[LEARN MORE](#)

Key Sessions: Day 1

Through a games-that-teach process, participants were given a chance to identify commonalities with others in the room. They were asked to introduce themselves and the initiatives they would be working on throughout the Clinic. Their individual profiles were then placed on a wall as a basis for the allocation of mentors to the teams.

Sketch or Write	WHO ARE YOU? Name & Org or Country Office	WHAT IS YOUR DATA INNOVATION PROJECT ABOUT? "We're trying to use data X to achieve goal Y"	Sketch or Write
	WHY ARE YOU HERE? List your (learning) objectives	WHAT DO YOUR FRIENDS THINK YOU DO? This can go beyond your data innovation work	

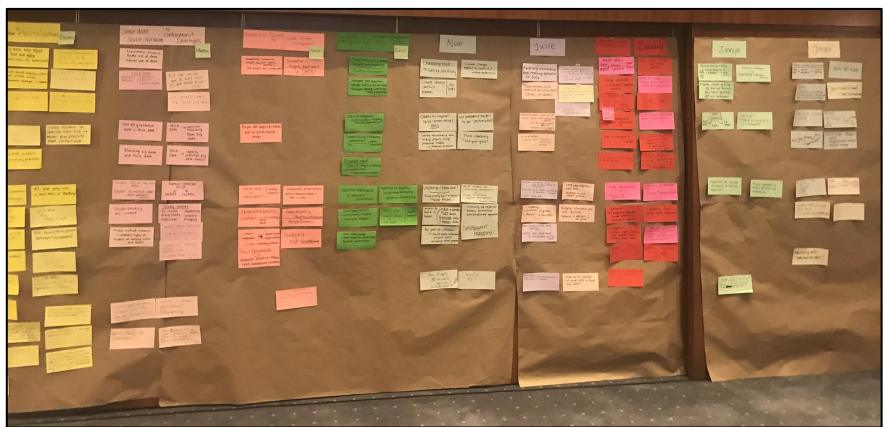


PROCESS

Key Sessions: Day 1 & 2

Inspire & Engage: Mentor Inspirations

UNDP invited 10 data innovation experts, with unique backgrounds, to engage with our CO colleagues and their national partners in exploring #NextGen data (for more information, see the outputs section on mentor Inspirations). They were asked to inspire participant and help them reflect on how they might apply new data sources and data-related techniques into their own programming. The experts' input were documented, using an Observation, Explanation-Response matrix (see pictures below).



Key Sessions: Day 1 & 2



Inspire & Engage: Mentor Inspirations (In order of appearances; for details of the presentations, see outputs section)

Day 1		Day 2	
Michael Canares (Day 1, 10:45-12:30)	From data extraction to data empowerment and data rights	Julie Ricard (Day 2, 09:15-10:15)	From open vs closed to various mechanisms to share data
Basma Albanna (Day 1, 10:45-12:30)	From needs and problems to assets and solutions	Damiano Cerrone (Day 2, 09:15-10:15)	Triangulation of different data sources
Maesy Angelina (Day 1, 10:45-12:30)	Combination of quantitative data and qualitative approaches	Zinnya del Villar (Day 2, 10:45-11:45)	Building data infrastructure science capabilities
Jessica Francois (Day 1, 15:00-16:30)	From data-centric to context and use of complementary approaches	Jacopo Ottaviani (Day 2, 10:45-11:45)	Importance of translating data into narratives using visualizations
Eirini Malliaraki (Day 1, 15:00-16:30)	Various applications of using artificial intelligence with research		
Noor Mo'alla (Day 1, 15:00-16:30)	Opportunities and challenges of emerging powerful technologies		

Key Sessions: Day 1



Data Innovation Journey Map

Team Name: _____

Captain: _____

Crew: _____

From Current Practice

Describe the development challenge you're trying to address and your current use of data.

To Next Generation Practice

How are you planning to use data to advance development in your specific country, sector or initiative? What will you be doing differently?



What are three things you do after the Data Innovation Clinic?

Within one week after the Clinic:

Within one month:

Within six months:



Data Innovation Building Blocks

Rationale

Why are you doing this (and who is it for/who do you expect to benefit)?

Data

What data will you be using (and is it accessible, granular, high quality etc)?

Partners

What partnerships are needed to make it happen (and how will you go about partnering)?

Users

Who do you envision as potential users (and how will you reach and engage with them)?

Tools

What technology could you use for data collection, analysis, visualization?

Safeguards

What partnerships are needed to make it happen (and how will you go about partnering)?

Current vs Next Generation Data Innovation Practice (Day 1, 13.40 - 14.40)

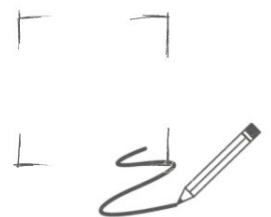
Using a Data Innovation Journey Map (click [here](#) for the template), the CO teams together with their mentors reflected on the challenges they're trying to address and their current data innovation practices vs some possible #NextGen practices.

Key Sessions: Day 2



Design & Engage II: Drawing Inspiration from the Mentors (Day 2, 11.45 - 12.45)

For this session, mentors were asked to sit at one table each so that CO teams could engage with different mentors to draw inspiration for the key building blocks of their Data Innovation Journey. CO teams were given the option to rotate and speak to at least two different mentors during the session.



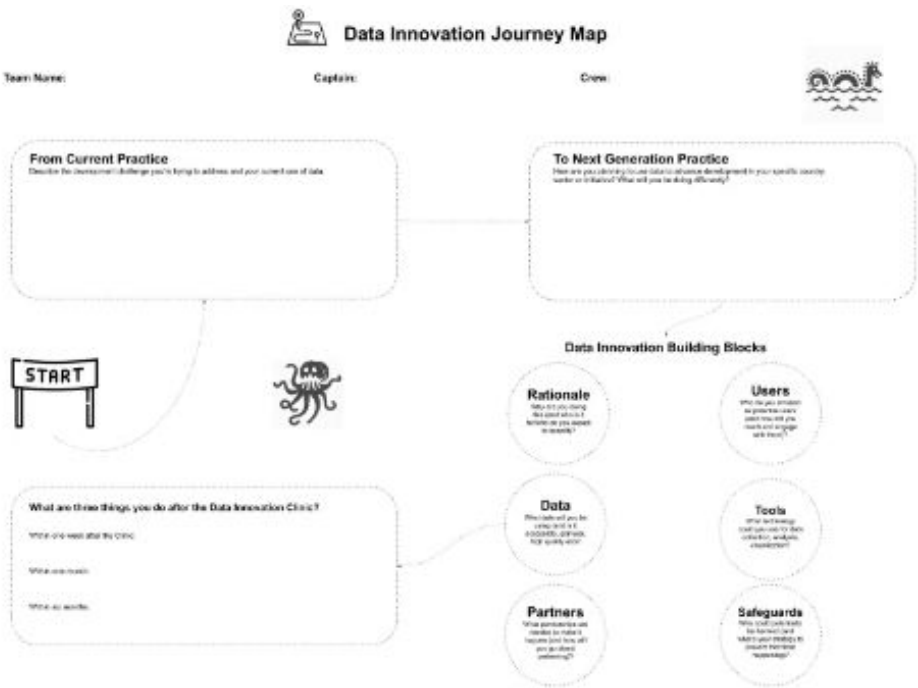
Design & Engage III: Identifying the Building Blocks (Day 2, 14.00 - 15.00)

The CO teams, with the help of their team mentor and based on the conversations they had with other mentors, were asked to populate the Data Innovation Journey Maps to be able to present their proposed initiatives to the other participants in the subsequent session.

Key Sessions: Day 2

Refine & Operationalize I: Sharing & Feedback (Day 2, 15.30 - 17.00)

CO teams had the opportunity to present their Maps for feedback from other teams. Three teams presented simultaneously in different parts of the room, with the rest of the participants choosing which presentation to attend. The teams were then asked to integrate the feedback and fill in the immediate action items box of the Data Innovation Journey Maps.



PROCESS

Key Sessions: Day 3



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(Day 3, 9.00 - 11.00)

In the morning of Day 3, mentors responded to questions placed by the participants on the wall in each of their respective areas of expertise. The facilitators then presented six aspirational statements for the data innovation work at UNDP. In six groups, participants reviewed and refined the statements by modifying, adding or deleting words or phrases. Building on the refined statements, the participants were then asked to come up with suggestions for operational barriers that would need to be addressed to help UNDP achieve the aspirations. The statements before and after the group work are presented.



The **six aspirational statements** are listed below before and after refinement by the groups.

Before	After
Combine data sources and types for greater insight and impact	Collect, utilize and combine traditional as well as user-generated datasets across projects for better insights and greater impact
Employ approaches that seek to identify and build on existing local solutions and assets	Deploy data-based approaches that seek to identify and scale existing local solutions that capitalize on local assets
Empower the less powerful by actively involving them in the collection and use of data	Empower people by informing them about and respecting their data rights and by engaging them in the collection and use of data
Understand before we act, including the dynamics of power and politics and unintended consequences (of new tech)	Embed in practice the understanding of the dynamics of power, politics and unintended consequences of data innovation to achieve positive impact
Apply complementary approaches e.g. behavioral science and HCD to address limitations in data-driven methods	Leverage data-driven and context-appropriate approaches, such as behavioral science and human-centered design to enhance problem-solving
Strengthen the ability of people to participate in the wider socio-technical infrastructures through which data is created and used	Optimize the inclusion and engagement of people in the creation, use and consumption of data by fostering synergies in the ecosystem

Key Sessions: Day 3

#NextGenUNDP - Empowered by Data (Day 3, 9.00 - 11.00)

Building on the refined statements, the participants were then asked to come up with suggestions for operational barriers that would need to be addressed to help UNDP achieve the aspirations.

Pop-up Sessions (Day 3, 11.15 - 15.30)

For the Pop-up Sessions everyone was invited to run a session on a topic of their choice or ask someone else in the room to do so for a topic they wanted to learn more about. Overall six sessions were offered in three slots (see below). In addition, the facilitators offered support to those teams that wanted to work on refining their Data Innovation Journey Maps.

	Room 1	Room 2
11.15 - 12.15 Session I	Data visualization	MoD - data innovation competitions
LUNCH BREAK		
13.15 - 14.15 Session II	Big, thick data, Positive Deviance	Behavioral science 101
COFFEE BREAK		
14.30 - 15.30 Session III	Data innovation in conflict/post-conflict	Engagement app

Mentor Inspirations

OUTPUTS

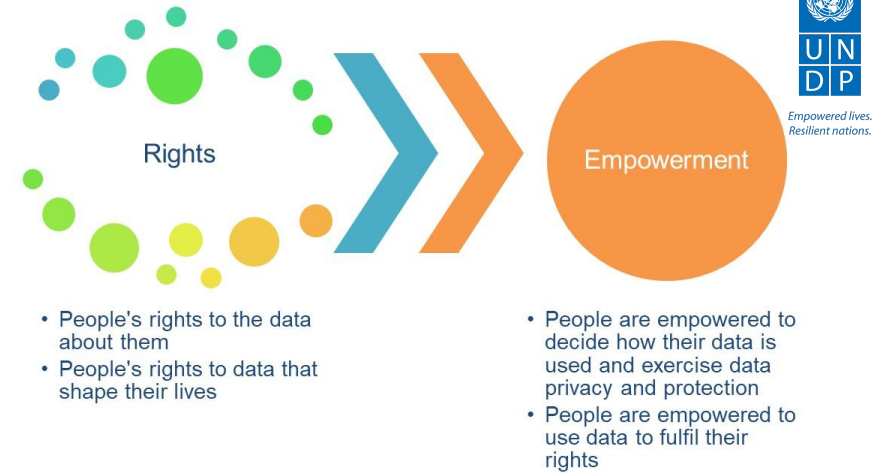


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From data extraction to data empowerment and data rights	<u>Michael Canares</u>	<u>20</u>
From needs and problems to assets and solutions	<u>Basma Albanna</u>	<u>21</u>
Combination of quantitative data and qualitative approaches	<u>Maesy Angelina</u>	<u>22</u>
From data-centric to context and use of complementary approaches	<u>Jessica Jean-Francois</u>	<u>23</u>
Various applications of using artificial intelligence with research	<u>Eirini Malliaraki</u>	<u>24</u>
Opportunities and challenges of emerging powerful technologies	<u>Noor Mo'alla</u>	<u>25</u>
From open vs closed to various mechanisms to share data	<u>Julie Ricard</u>	<u>26</u>
Triangulation of different data sources	<u>Damiano Cerrone</u>	<u>27</u>
Building data infrastructure science capabilities	<u>Zinnya del Villar</u>	<u>28</u>
Importance of translating data into narratives using visualizations	<u>Jacopo Ottaviani</u>	<u>29</u>

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How we view the people we work with in data for development projects determines our “world view” and our “ways of working”



Michael Cañares, Data Innovation Expert | [Link to Slides](#)

Michael focused on how data for development should go beyond data rights and seek to empower people. More data and new data sources and types create opportunities for data for development, yet data and information inequality is rampant and often places people in data initiatives as merely passive spectators. Issues around people's rights to access certain data and ownership of the data should be more explicitly addressed. People should be empowered to decide how their data is used and be able to exercise their right to data privacy and protection.

In every community or organisation, a few individuals or groups use uncommon practices and behaviours to achieve better solutions to problems than their peers who face the same challenges and barriers. Those individuals are referred to as Positive Deviants¹.

[PD Process]

The **four** basic steps of the PD approach:

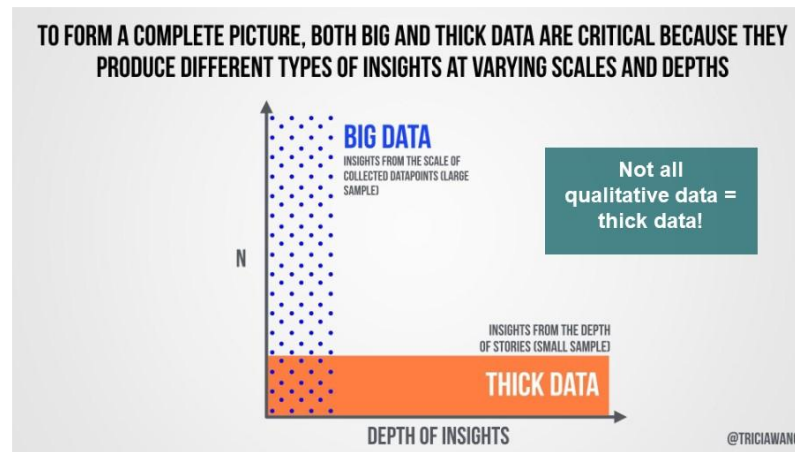
1. **Defining** the problem and determining desirable outcomes
2. **Discovering** Positive Deviants (PDs)
4. **Determining** the underlying practises of PDs
5. **Designing** interventions to disseminate practises

Basma Albanna, PhD Researcher,
University of Manchester | [Link to Slides](#)

Basma introduced the Big Data-based Positive Deviance approach. This approach utilizes big data to spot positive outliers who have identified or developed strategies, practices or behavior that help them better cope with challenges than their peers. It is specifically useful to be applied to problems that require behavioral changes. Potential areas for application include forest degradation using remote sensing data, infectious disease control using mobile data, and financial inclusion using mobile money data.

1. Pascale, R., Sternin, J. and Sternin, M. (2010b) 'The Power of Positive Deviance: How Unlikely Innovators Solve the World's Toughest Problems', *Informatics in Primary Care*, 12, pp. 139–145. doi: Article.

Blending big data and thick data means blending perspectives (on what interpretations are valid and interesting and how they should be characterized) and their processes (what selections and transformations are applied to the data to find and validate the interpretations).

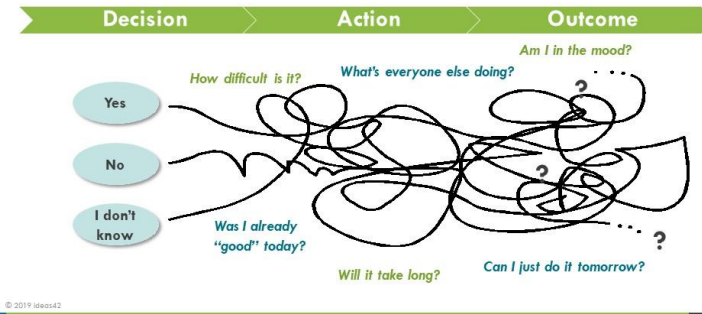


Maesy Angelina, Social Systems Lead,
Pulse Lab Jakarta | [Link to Slides](#)

Maesy focused on utilizing “thick data,” which is context-rich data brought to light using qualitative, ethnographic research methods and analysis that uncover people’s emotions, desires and mental models of their world. Maesy argued in her presentation that in order to form a complete picture, both big and thick data are critical because they produce different types of insights by blending perspectives at varying scales and depths.

People are complicated, though sometimes in systematic or predictable ways. Behavioral science shows many ways seemingly small contextual or design factors can have outsized impact.

ACTUAL BEHAVIORAL MODEL



Jessica Jean-Francois, Senior Associate, ideas42 | [Link to Slides](#)

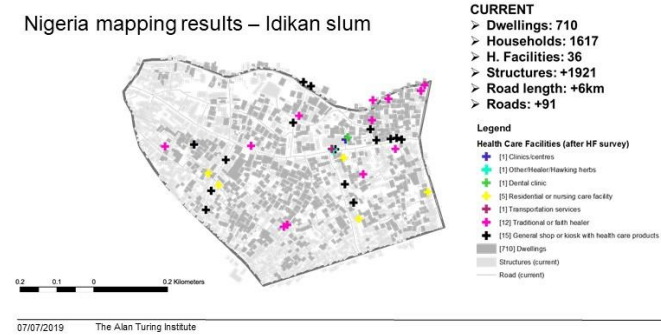
Jessica presented on their work on applying behavioral science in data for development. Behavioral science helps understand the complexities of human behavior, and can be applied at low cost to apply workable solutions to improve outcomes. Case studies of behavioral change with public services include reducing household water usage in Costa Rica through simple notifications, and increased usage of Long-Acting Reversible Contraception family planning in Nepal through regular peer feedback. Government agencies often face challenges due to the lack of resources or motivations, and behavioral science can help identify entry points to bring about behavioral changes.

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The most critical bottlenecks limiting the use of AI for societal good for most domains include data accessibility and quality, high-level AI expertise availability and accessibility, regulatory limitations and organization deployment efficacy².

Improving health in slums through satellite monitoring and participatory mapping

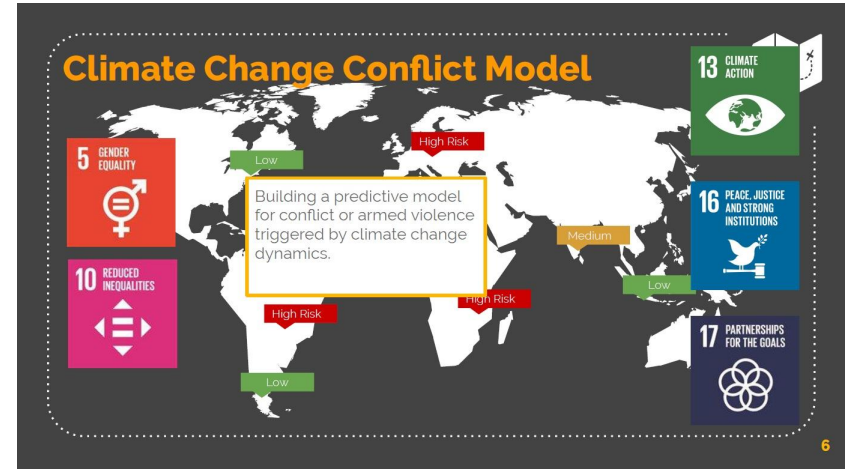
Nigeria mapping results – Idikan slum



**Eirini Malliaraki, Project Development Manager,
Alan Turing Institute | [Link to Slides](#)**

Eirini discussed the work of the Alan Turing Institute using big data and artificial intelligence to address global challenges. The Institute consists of 13 UK universities and more than 400 researchers using advanced data science and machine learning to address complex public sector challenges such as disaster management, air pollution, health service provision in urban slums.

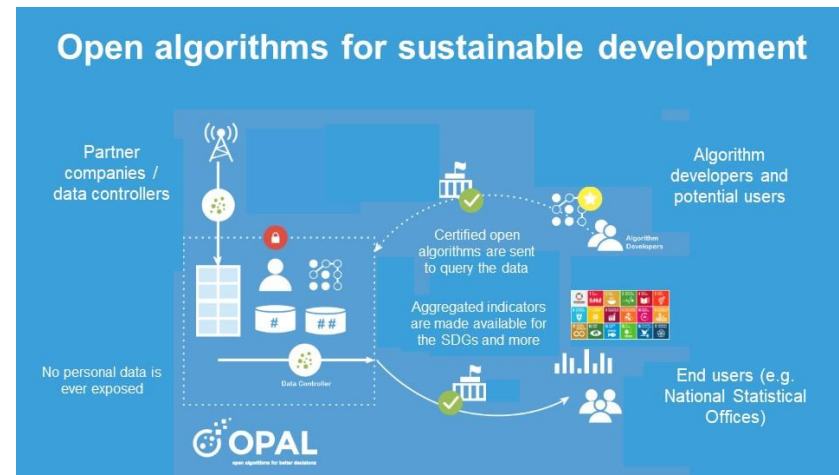
Shorten the innovation time-frame by using machine learning to solve exponentially evolving problems such as the production and use of gender data, financial inclusion, climate change and water scarcity and conflict prevention.



Noor Mo'alla, Founder, CollisionAI | [Link to Slides](#)

Noor introduced practical examples of using predictive models to address development challenges. One example focused on the development of a predictive model for armed violence triggered by climate change dynamics. Another example looked at exploring the viability of scaling microfinance and lending projects by building a model to show positive outliers' benefits and what the enabling environment would be for success. A practical exercise allowed participants to use consequences scanning as a tool to think through ethical challenges in the design and implementation of data for development initiatives.

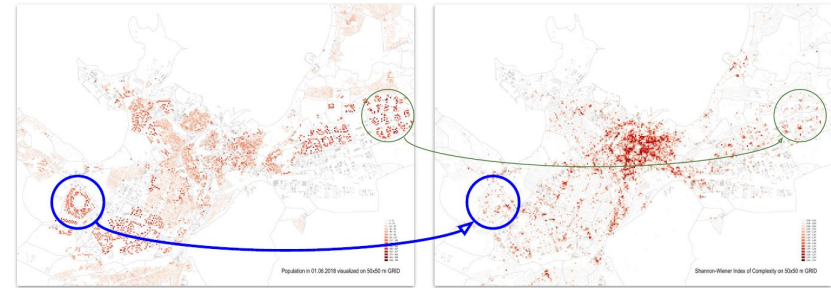
Traditional surveys in low- and middle-income countries produce estimates only for large areas. Using new statistical methods combined with satellite and mobile data, now we are able to produce estimates of poverty and key social indicators at a resolution of 1km².



[Julie Ricard, Deputy Director,](#)
[Data-Pop Alliance](#) | [Link to Slides](#)

Julie shared insights from her work at Data-Pop Alliance on using data to advance development across various regions. Together with UNDP, Data-Pop Alliance is exploring the use of using non-traditional data to measure SDG implementation. Another example presented by Julie was Ciudata Segura, which uses a diagnostic tool to produce a more disaggregated analysis on criminal behavior. Building next-generation data systems for ethical and secure data sharing was also discussed and the Open Algorithms project was shared as one of the key initiatives of Data-Pop Alliance.

It doesn't matter how much data we have if it doesn't matter to people. In order to achieve SDGs, it is critical to balance the power structures between being superphysical (hard to reach SDGs) and superdigital (hard to develop the human capital).



Population density

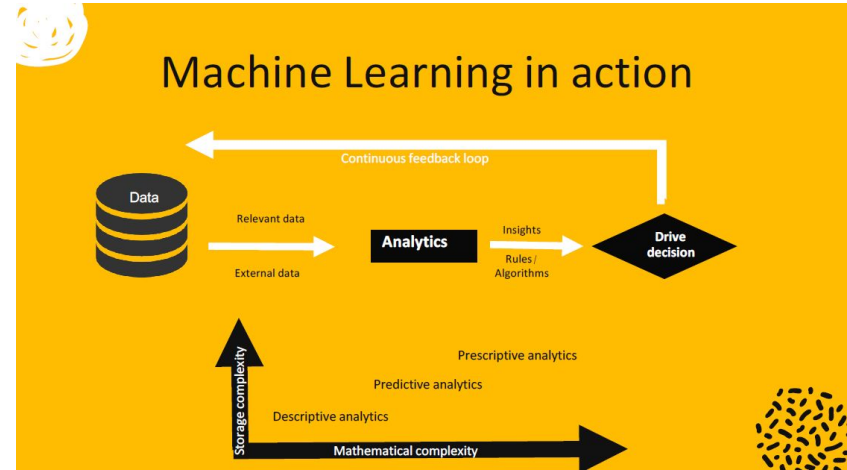
Diversity of services

SPIN
UNITY

Damiano Cerrone, Director, SPIN Unit | [Link to Slides](#)

Damiano presented the work of SPIN Unit aimed at including human perspectives in urban development by analysing social media and other citizen-generated data. In order to address the relevance gap, the geospatial data perspective should be moved from mere locations to human experiences. Three dimensions of data (artificial intelligence on the questions and correlations), engagement (collective intelligence on the causations and insights), and foresight (expert intelligence on the strategy) are being included in the work of SPIN Unit.

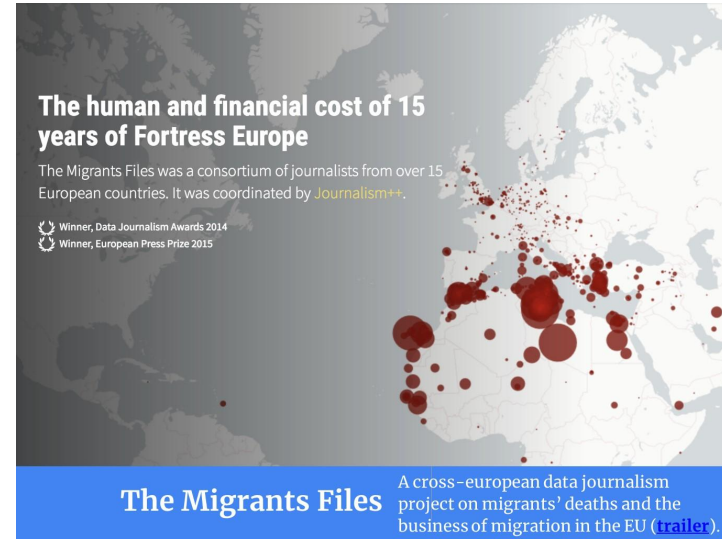
Artificial Intelligence (AI) can be identified as 'behaviorists' that could think or act like humans or as 'rationalists' that has rational functioning and reasoning.



Zinnya del Villar, Data Innovation Expert | [Link to Slides](#)

Zinnya focused on unpacking concepts like artificial intelligence and machine learning and explored different models for data innovation teams. Examples of decision intelligence, a combination of data science engineering and decision-making processes, in addressing urban mobility and transportation, and natural disaster response were discussed.

We shouldn't just build infographics, but also data-driven tools, ranging from bots to calculators to give users actionable information about their local or personal circumstances.



Jacopo Ottaviani, Chief Data Officer,
Code for Africa | [Link to Slides](#)

Jacopo spoke about utilizing data journalism to transform raw data into actionable information. Examples included the Migrant Files, a cross-European data journalism project on migrants' deaths; Search and Rescue, an open data portal to map and visualize operations led by Medecins Sans Frontieres in the Mediterranean Sea; and Slumscapes, a multimedia webdoc on slums in the world. In his presentation Jacopo emphasized the importance of storytelling to address development challenges.



List of Participants

Agenda

List of Participants

UNDP Country Office and Counterparts

Name	Organization
Vahan Martirosyan	UNDP Armenia
Goran Štefatić	UNDP Bosnia and Herzegovina
Ognjen Krstulović	UNDP Bosnia and Herzegovina
Vedran Ibrulj	UNDP Bosnia and Herzegovina
Abdelhamid Ezzat	UNDP Egypt
Farida Matta	UNDP Egypt
Farooq Wakeel	UNDP Iraq
Rabia Hasan	UNDP Jordan
Zhiger Baidildin	Anti-Corruption Service Project Office, Kazakhstan
Sholpan Ibraimova	JSC Economic Research Institute, Kazakhstan
Aigerim Yegemberdiyeva	UNDP Kazakhstan
Azza Aljassim	UNDP Kuwait
Maria Herrera	UNDP Libya
Penco Kimov	Municipality of Veles, North Macedonia
Ljubica Teofilovska	UNDP North Macedonia
Miroslav Bogdanovski	UNDP North Macedonia
Ruzhica Stojanovska	UNDP North Macedonia
Ghada Sous	UNDP Amman Regional Hub
Oumar Fall	Senegal NSO
Ana Seke	UNDP Serbia
Sherif El Tokali	UNDP Somalia
Anisha Thapa	UNDP Sudan
Mohammed Elsayeh	UNDP Sudan
Eduardo Lopez Mancisidor	UNDP Tunisia
Maya Dimitrova	UNDP Tunisia
Moncef Jarboui	National Statistical Institute, Tunisia
Nabiha Aouini	National Statistical Institute, Tunisia
Leventcan Gultekin	General Directorate of Regional Development Agencies, Turkey
Serkan Korkmaz Aslan	Istanbul Development Agency, Turkey
Aylin Schulz van Endert	UNDP HQ

Mentors

Name	Organization
Eirini Malliaraki	Alan Turing Institute
Jacopo Ottaviani	Code for Africa
Noor Mo'alla	Collision AI
Julie Ricard	Data-Pop Alliance
Jessica Jean-Francois	ideas42
Miko Canares	Independent Expert
Zinnya del Villar	Independent Expert
Maesy Angelina	Pulse Lab Jakarta
Damiano Cerrone	SPIN Unit
Basma Albanna	University of Manchester

Organizing Team

Name	Organization
Jennifer Colville	UNDP Amman Regional Hub
Lejla Sadiku	UNDP Istanbul Regional Hub
Andreas Pawelke	UNDP Istanbul Regional Hub
Yaera Chung	UNDP Istanbul Regional Hub
Asli Hekimoglu	UNDP Istanbul Regional Hub
Yelda Bakar	UNDP Istanbul Regional Hub
Elina Niinimäki	UNDP Istanbul Regional Hub
Alix Kashdan	UNDP Istanbul Regional Hub
Malte Hassenius	UNDP Istanbul Regional Hub

Annex Agenda

DAY 1: July 9, 2019

Time	Module & Session
08:30 – 09:00	Registration
09:00 – 10:30	Opening Preliminaries
10:30 – 11:00	Coffee Break
11:00 – 12:30	Expert Inputs: the current state of and emerging trends in data for development
12:30 – 13:30	Lunch Break
13:30 – 13:40	Energizer
13:40 – 14:40	Group Work: The current state of data innovation
15:00 – 15:30	Coffee Break
15:30 – 17:00	Expert Inputs: applying new tech and methods in data innovation
17:00 – 17:30	End of Day Clinic
17:30	Welcoming Reception

DAY 2: July 10, 2019

Time	Module & Session
09:00 – 09:15	Recap of Day 1
09:15 – 10:15	Expert inputs: Insights from practical cases I
10:15 – 10:45	Coffee Break
10:45 – 11:45	Expert Inputs: insights from practical cases II
11:45 – 12:45	Group Work: Putting together the building blocks
12:45 – 13:45	Lunch Break
13:45 – 14:00	Energizer
14:00 – 15:00	Group Work: Consolidation of building blocks & planning the way forward
15:00 – 15:30	Coffee Break
15:30 – 17:00	Group work: Share
17:00 – 17:30	Wrap-up / End of Day Clinic

DAY 3: July 11, 2019

Time	Module & Session
09:00 – 11:00	#NextGenUNDP - Empowered by Data
11:00 – 11:15	Coffee Break
11:15 – 12:15	Pop-up Session I
12:15 – 13:15	Lunch Break
13:15 – 14:15	Pop-up Session II
14:15 – 14:30	Coffee Break
14:30 – 15:30	Pop-up Session III
15:30 – 16:00	Wrap-up session & Closing



For more info please contact

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