UN Global Pulse Network

Terms of Reference

Version 1 (April 2023)

UN GLOBAL PULSE

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I. Introduction to UN Global Pulse

Background and problem statement

The global community continues to face significant challenges in achieving the sustainable development goals (SDGs), responding effectively to crises, and meeting the demands of a rapidly changing world. Traditional approaches to diplomacy and development no longer suffice to address complex and interrelated global issues such as climate change, poverty, conflict, and inequality. To drive change and find new solutions to these pressing problems, we need a dramatic shift towards innovation within the multilateral system. This needs a United Nations family that fosters creativity, experimentation, and collaboration among UN actors, experts, member states, and civil society stakeholders.

The UN Secretary-General's report *Our Common Agenda* (2021) puts forward five key capabilities to drive such a shift, including data, digital, strategic foresight, behavioural sciences, and innovation. Their application can help the family of United Nations organizations to identify, test, and adopt promising alternatives to how work for people and planet is done today. While there has already been significant progress in capability build-up, there is still large potential in mainstreaming them in UN programme design and ways of working.

Our Common Agenda defines the SG's core programme for the next 5 years

The choices we make or fail to make today could result in breakdown or a breakthrough to a greener, better, safer future. **The choice is ours to make.**

Recommendation 8 **Upgrade the United Nations,** including the Quintet of Change for a United Nations 2.0 using innovation, data, digital, strategic foresight, and behavioural science.

In the pursuit of transformation, however, innovators within the UN family continue to face challenges such as the lack of effective channels to connect method experts with use cases on the ground, limited opportunities for problem owners to access alternative solutions, too few sandboxes for experimentation or prototyping, lack of support to scale up solutions and limited fit-for-purpose avenues to develop or hire next generation talent into the UN family.

UN Global Pulse evolution and ecosystem

In 2009, the UN Secretary-General initiated UN Global Pulse for studying and leveraging big data signals to help anticipate and respond to crises. It has since expanded to using Machine Learning for predicting humanitarian scenarios and applying unconventional data sources like satellite images and radio broadcasts to humanitarian, peacekeeping and development challenges. Its methodological toolbox grew beyond digital/data to include foresight, innovation management, and behavioural design. In 2022, following internal reviews, it became the Secretary-General's Innovation Lab. Working with colleagues across the UN Secretariat and broader UN family, UN Global Pulse has evolved into a partnership-focused network to support the transformation into a UN 2.0. A deep dive is provided in the Annex.

UN Global Pulse is deeply embedded in the wider UN innovation ecosystem through its governance structure and project collaborations. The intention is to foster robust connections with UN entities at the forefront of innovation – such as UNDP, ITU, UNICEF, WFP and others – with whom we share best

practices, mutual support, and exchange. Moreover, Global Pulse is closely linked to the wider innovation community, particularly through the UN Innovation Network (UNIN) and other UN 2.0 communities. This connection is balanced by Global Pulse's proximity to the development coordination system, including through the Development Coordination Office (DCO), which helps identify challenges and priorities. Global Pulse's distinct strength lies in harnessing these cutting-edge capacities and collaborations – not just to drive cross-cutting progress but also support smaller UN entities with limited in-house capabilities.
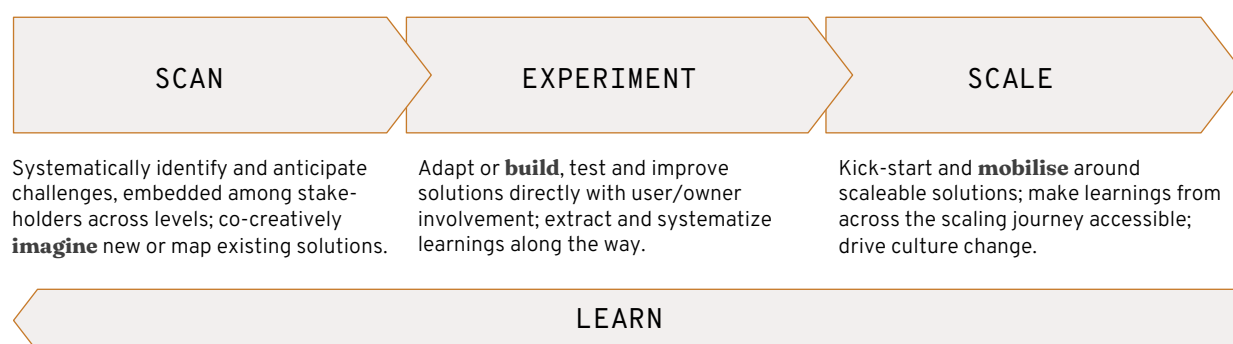
The setup of the UN Global Pulse Network as a global Multi-Partner Trust Fund (MPTF) provides the required sustainable operational basis to underpin its role. As a multi-partner network, it brokers innovation services and funding that support the UN family and its partners in tackling the most pressing global issues. Rather than building new entities or replacing others, UN Global Pulse acts as a support vehicle for UN (innovation) teams and running 'in-house' initiatives only in partnership. In its new chapter, UN Global Pulse intends to double down on its support to UN teams and Member States in **anticipating, responding to and developing solutions to innovation needs**.

Approach to change

Drawing on more than a decade of experience with innovation in the UN family, the UN Global Pulse Network recognizes that an innovation setup needs to look distinct from a 'usual' programme. Its approach is supporting through ecosystems (not new structures), managing innovation projects from a portfolio perspective, and building capabilities in a way that balances short term unlocks with long term potential.

Namely, the focus on **ecosystem support** encourages insulated spaces for the flow of ideas, resources, and information that is required for innovations to translate effectively into results. This way, approaches can grow and mature across partners without reinventing the wheel. Open dialogue and exchange between problem owners and global leadership is seen as a key success factor. UN Global Pulse's teams are therefore sufficiently integrated into regional communities to identify unsolved challenges or contextualize solutions, and engage the UN's global leadership for support, mainstreaming, and advocacy.

In addition, the management of innovation projects follows the logic of an **innovation funnel**, where not every idea is expected to scale, but only the most promising ones. Global Pulse uses a simple and proven model to guide innovation project work, starting with scanning for emerging challenges and opportunities, experimenting with new solutions, and scaling successful approaches to other contexts. Then learn from outcomes and repeat. However, looking at single projects cannot be sufficient. Rather, a **portfolio approach** fosters a culture where it is not only acceptable for some experiments to fail, but it is also anticipated.

SCAN	EXPERIMENT	SCALE
Systematically identify and anticipate challenges, embedded among stake-holders across levels; co-creatively **imagine** new or map existing solutions.	Adapt or **build**, test and improve solutions directly with user/owner involvement; extract and systematize learnings along the way.	Kick-start and **mobilise** around scaleable solutions; make learnings from across the scaling journey accessible; drive culture change.

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Finally, the UN Global Pulse approach to supporting **capability for innovation** within the UN requires 'ambidexterity'. That means, we focus at the same time on learning how to constantly pursue incremental innovation to use our existing resources and capabilities to the best extent possible, while also expanding our explorations for long term opportunities. UN Global Pulse therefore follows an experimentation-based approach in its capability building initiatives.

In practice, Global Pulse integrates its approach to innovation via three operational levels. They are all centered in their application of the "Quintet of Change" methods and play together to cover the innovation cycle from scanning to scaling, while building a bridge between regional and global portfolios / ecosystems:

Global Pulse drives innovation via 3 levels
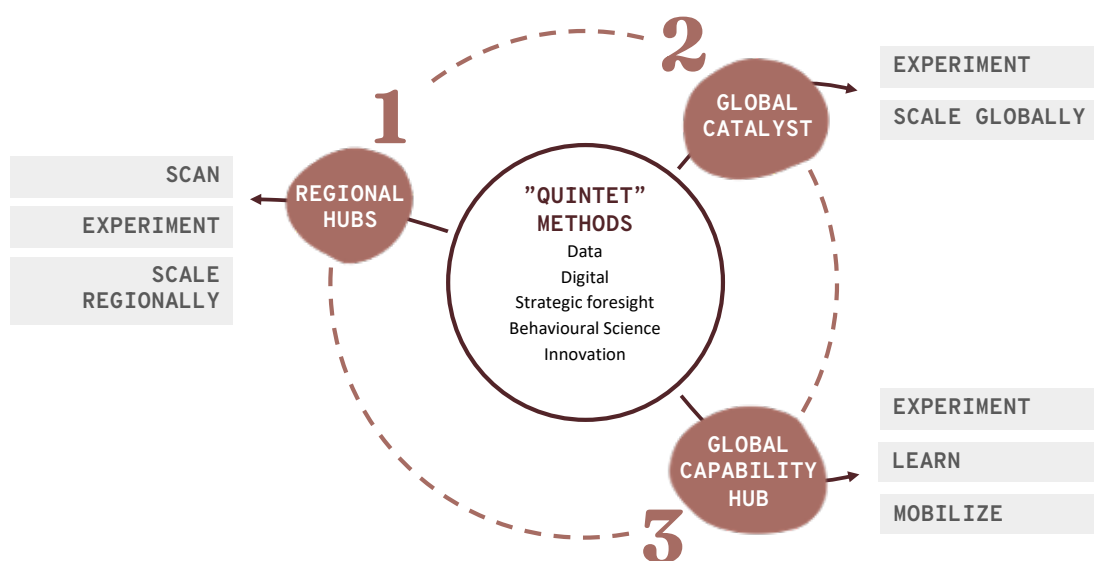
Regional Hubs run portfolios of on-the-ground innovation projects that apply data, digital, foresight, and behavioral science methods to regional issues. They focus on scanning and experimenting with solutions that might be fit for regional scaling. The hubs are deeply rooted in regional partnerships; they facilitate access to identify challenges, map solutions and test with end-users on the ground; work in support of Resident Coordinators, and in partnership with the UN specialized agencies, funds, and programmes that lead country-level work.

Global Catalyst projects are innovation initiatives with a wider geographical scope, typically designed to be scalable across the UN System. Hence, the focus of the Global Catalyst portfolio is on later innovation stages. Initiatives often arise from prior regional scanning/ experimentation and respond to a challenge or opportunity shared by multiple UN and non-UN actors. Solutions are intended to achieve scale-readiness, facilitated by access to global leadership for support with mobilisation and implementation.

Underlying the regional and global project portfolios, the **Global Capability Hub** is a driver for learning, adoption, and replication of innovation among the UN family and its partners. It contributes to capability building around the 'Quintet of Change' methods (data, digital, foresight, innovation, behavioural science), being at the forefront for experimentation-based learning and

technical support. A case-based approach helps to unlock short term gains while building long term capabilities. The Hub disseminates insights on frontier topics from its practical experience and fosters a culture of innovation in the UN family, as an active contributor to its networks.

A key success factor for the UN Global Pulse Network is **collaboration of teams working across the three levels**. Only with frequent exchanges of insights, expertise, and learnings does it reach full potential. For example, the Global Catalyst sources challenges and solutions from the Regional Hubs, while the Global Capability Hub relies on both to provide critical insights to the UN family. At the same time, the Capability Hub's methodological and experimentation support and nurtures the surrounding ecosystem.

Thematically, the UN Global Pulse Network operates **across key UN pillars**: **Sustainable Development, Humanitarian Action, Human Rights and Peacebuilding & Prevention** in support to global agendas and advocacy. Its steering and advisory ecosystem includes UN partners and leaders in each pillar. As a result, the UN Global Pulse Network is uniquely positioned to share solutions across siloes and reduce the duplication of efforts.

The UN Global Pulse Network is **set up as a Multi-Partner Trust Fund (MPTF)**, so that partners can pool investments, optimise financial commitments, minimise risks, and cut transaction costs for critical innovation outputs. In this document, it is referred to as "Global Pulse" or the "Fund".

For the most effective allocation in the context of a pooled fund, unearmarked funding is recommended. However, **donors may earmark** their contributions in one of the pillars if necessary. Alternatively, it is also possible to select one outcome (Regional Hub, Global Catalyst, Capability Hub) – see Annex for details.

Shared agendas

UN Global Pulse shares and amplifies UN and multilateral agendas for people and the planet, including:

- **2030 Agenda for Sustainable Development** and the Decade of Action
- UN Secretary-General's **Common Agenda** for inclusive, networked & effective multilateralism
- UN Secretary-General's **Policy Brief on a UN 2.0** with stronger capabilities in data, digital, innovation, foresight, and behavioural sciences
- UN Secretary-General's **Data Strategy**, as well as similar national and multilateral strategies
- UN Secretary-General's Guidance note on **Behavioural Science**, as well as similar national and multilateral strategies
- UN **Strategic Foresight Guide**, as well as similar national and multilateral strategies
- UN Secretary-General's **Roadmap for Digital Cooperation**, and similar national/multilateral strategies
- Agendas for **peacebuilding and sustaining peace**, pathways for peace, and associated UN resolutions
- **OECD DAC** Recommendations on the Humanitarian-Development-Peace Nexus
- **Programmes of Action for LDCs, LLDCs and SIDS**, including Mauritius Declaration and Strategy, Doha Declaration, Istanbul Declaration, Samoa Pathway, Addis Ababa Action Agenda, Vienna Declaration, Sendai Framework and Doha Programme of Action
- **Paris Agreement** and **Glasgow Accord**
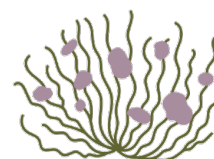
II. Programmatic Scope and Theory of Change

Vision, mission and goals

Vision | We envision a world in which **responsible and inclusive innovation** serves people, advances their sustainable development, and protects the planet.

Mission | UN Global Pulse is the **Secretary-General's innovation lab**. It works at the **intersection of innovation and the human sciences** to inform, inspire, and strengthen the ability of the United Nations family and those it serves to **anticipate, respond, and adapt to the challenges of today and tomorrow**.

Goals | The UN Global Pulse Network advances innovations, contributes to the development of global frameworks for a UN 2.0, and supports the transformation of the UN family:

Global Pulse's goals

Advance innovations to achieve the Sustainable Development Goals, respond effectively to crises and address emerging global challenges

Facilitate the **development of global frameworks** that maximize the impact of digital innovation, minimize the risk of harm and create pathways to scale and sustainability.

Support the **transformation of the UN family** into a more dynamic and resilient 'next-generation' institution.

Network Strategy and Theory of Change

Basic Assumptions

The UN Global Pulse Network operates on the premise that innovation is vital for organizations to keep pace with a rapidly changing world and for achieving the SDGs. It assumes that innovation not only facilitates more efficient means of achieving UN objectives but also plays a crucial role in acquiring the adaptability and resilience necessary to remain relevant to solving global challenges.

Large organizations like the UN struggle with driving innovation through existing structures and processes. Based on best practices, Global Pulse assumes that partially isolated spaces dedicated to experimentation and learning mitigate effectively. Moreover, we assume an ecosystem with flexible opportunities is more effective than new structures. The convening power of the SG's office is a well-suited entry for diverse partners. The MPTF setup is assumed to provide the required connectedness, flexibility, transparency and accountability, while also offering risk-sharing opportunities for contributors.

UN Global Pulse also understands that promoting internal change in complex organizations is inherently challenging and requires a broad cultural shift. We assume that Global Pulse's specialized and connected three-level support setup provides an engaging ecosystem where regional and global innovation portfolios go hand in hand with ambidextrous capability building. In practice, support of the UN Secretary-General's Office brings top level engagement, while Regional Hubs dive deep into regional communities.

This following section outlines a theory of change per level, providing the basis for aligned and tangible results. As is typical for an MPTF, activities and outputs remain indicative at Fund level, subject to further detailing and definition in project proposals ahead of funding decisions.

Level 1: Regional innovation Hubs experiment with key challenges and opportunities

The theory of change for Level 1 assumes that new solutions to complex challenges usually emerge from people and teams who are directly and daily confronted with issues on the ground. At the same time, suitable approaches often already exist but need to be identified and adopted. The Regional Hubs, therefore, are deeply embedded in regional ecosystems, in support of Resident Coordinators and in partnership with the UN specialized agencies, funds and programmes that lead country-level work. They collaborate with government partners, relevant UN teams, civil society organizations, academia, and regional data/innovation spaces, including labs created by Member States like I-CoDI (UAE). The underlying assumptions are:

- **Multidisciplinary, diverse & inclusive teams** with a mix of data, digital, behavioral, foresight and innovation skills maximise chances for delivering meaningful and effective innovations. We succeed building diversity & inclusivity.
- **Connecting actors** provides access to existing solutions and opportunities for innovation, thus, network development is a key catalyst. Building strong relationships with teams who engage in innovation at local/regional level is essential for the success of the Hubs, so is acting as a **unifying and collaborative space** that brings together scattered innovation efforts for regional scale.
- A **regional portfolio approach** to the management of initiatives maximises impact and reduces risk.
- A **challenge and opportunity-oriented view** ensures that new solutions are applied in a way that provides real benefits to the goals of the UN. **Involving end-users and beneficiaries** in the solution design and implementation is vital to ensure both their effectiveness and sustainability.
- A successful innovation ecosystem depends on the right **balance between proximity to challenge owners** on the ground **and providing insulated spaces** outside of business-as-usual.
- **Regular communication and collaboration** with other Hubs, experts in the UN Global Pulse Network and the broader UN innovation ecosystem helps to share knowledge and best practices across regions.
- **Prioritising monitoring and evaluation** is effective to assess the impact of developed innovations at project and portfolio level and for identifying areas for improvement.

Objective: To regionally surface and develop a wide range of responsible and inclusive innovations to accelerate SDG achievement, improve anticipation, and response to crises and emerging challenges – with a regional focus.

Strategy to achieve the objective: Regional Hubs are deeply embedded in UN, regional government, civil society, academia, and private sector partnerships. Priorities are set in support to Resident Coordinators and in partnership with the UN specialized agencies, funds and programmes who lead country-level work. These rich relationships provide direct access to relevant regional challenges and innovation opportunities. Systematic scanning and ideation (building on the work of local innovation teams) surface new or existing solutions that go beyond the obvious. The hubs employ cutting-edge teams on the ground where experts in the digital/data space work hand in hand with innovation management, foresight, partnership, communications, and behavioural scientists/designers. Integrating perspectives, the teams build and test solutions that 1) directly address relevant identified needs/challenges of clients, 2) look beyond (technical) solutions, addressing the organizational setting and user uptake from the outset, 3) offer pathways for scale and sustainability in the region. In short, solutions that are fit for the 21st century. The regional (vs country-based) setup provides pathways to adapt promising approaches to further contexts. This is particularly to advance South-South cooperation around UN 2.0, and can, eventually, grow into scale-up initiatives under the Global Catalyst.

Indicative activities performed by the Regional Hubs include:

- **Systematically scan** challenge and solution/opportunity spaces hand in hand with local/regional stakeholders; imagine alternative futures
- **Adapt, build and test** potential solutions, using a mix of data, digital, foresight, and behavioural design
- **Broaden scope and regionally scale** tested solutions for other contexts in the region
- **Provide advice and support** to regional UN leadership, Member States and partners in areas of data, digital, foresight, behavioural sciences and innovation, including on diversity and gender equality topics related to those areas
- **Support capability building** among regional partners, where relevant together with the Global Capability Hub team
- **Draw on the services of the Global Capability Hub** on a cost-share basis to maximise impact
- **Share learnings** and promising approaches/solutions across Regional Hubs and Global Pulse teams

Level 2: Global Catalyst to develop and scale cross-regional solutions

2 GLOBAL CATALYST

The theory of change for Level 2 assumes that building scalable innovations requires different configurations and skills than regional experimentation alone. Therefore, Global Pulse separates its Global Catalyst from the Regional Hubs to build a portfolio of innovation initiatives/programmes with high global impact potential. The underlying assumptions are:

- There are **joint challenges** among UN entities and across UN pillars that may not be covered by existing efforts, and that need networked, ecosystem-based approaches where actors collaborate on a shared initiative rather than building new structures.
- Scaling innovations requires **high-level management buy-in**, which is challenging to achieve in the UN because of its fragmentation into different entities and geographies. By **prioritising partnership building** with key stakeholders and influencers in the UN family, the Global Catalyst can effectively promote buy-in and adoption of innovative solutions.
- A **portfolio approach** to the selection and management of initiatives maximises impact and reduces risk.
- Organizations have an **interest in collaborating** with Global Pulse for development, humanitarian, human rights and peacekeeping challenges – and see an added value in its spaces and support services.
- Global Pulse is understood and viewed as **a trusted partner**, rather than a competitor.
- Through **incentivising innovation**, Global Pulse can create a supportive environment for risk-taking and experimentation that helps driving innovation within the UN system.
- **Prioritising knowledge management and sharing** ensures that lessons learned from previous innovation projects are applied to new initiatives.
- Identifying and addressing **barriers to scaling and adoption** of innovations within the UN family is a crucial factor for innovation success.

Objective: To develop and scale inclusive and responsible solutions or innovations across the UN-system and partners to accelerate SDG achievement, improve anticipation, and response to crises and emerging challenges – with a global focus.

Strategy to achieve the objective: The Global Catalyst provides flexible support and infrastructure for an innovation portfolio that incubates and builds up UN System-wide initiatives and programmes. Global Pulse's proximity to UN System leadership provides UN innovators with support from decision makers to galvanise interests across agencies and pillars. This supports the identification of common needs and buy-in for collaborations and rollouts. In the Catalyst portfolio, initiatives and programmes are designed and tested to service strategic UN priorities and cover items that often fall between cracks – either because they are too big, too basic, or too overlapping. However, the catalyst ensures that it will not remain the host for initiatives in the long run. Rather, it paves the way for sustainability within other organizations, spin-offs or use of other vehicles like the SDG digital window. This is not only expected to increase partner buy-in but also takes Global Pulse out of the equation as competitor. Usually, the delivery happens in close partnership with academia and the private sector to rely on cutting edge knowledge and skills – while offering exposure and impact opportunities. At the same time, the initiative/programme teams work in proximity with the Regional Hubs, often with team members switching back and forth, so the network benefits from respective experience and learnings.

Indicative activities performed by the Global Catalyst initiative/programme teams:

- **Build minimum scaleable solutions** on select challenges or opportunities, using previous experimentation and iterative feedback from the expected user base (examples for previous/current initiatives include the Crisis Insights team in response to COVID-19, the Global Data Access Initiative for data/model sharing, and the Futures Lab Network)
- **Mobilise a network of action** around a particular challenge or opportunity
- **Replicate or scale** solutions/networks, incl. drafting of blueprints for adoption
- **Prepare for the sustainability** of solutions, e.g., spin-off or hand-off to other UN entities
- **Draw on the services of the Global Capability Hub** on a cost-share basis to maximise impact
- **Systematically engage with stakeholders** to identify cross-cutting challenges

Level 3: Global Capability Hub to boost distributed innovation efforts

3 GLOBAL CAPABILITY HUB

The theory of change for Level 3 assumes that no single centralized innovation team will be ever enough to drive change, and innovation requires broader culture change with mainstreaming of innovation across UN entities and partners. Global Pulse takes a networked approach to catalyze what other teams (including its own) are generating. The underlying assumptions are:
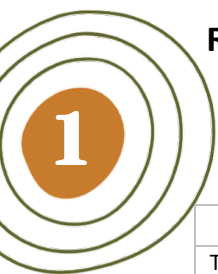
- **Culture change is very slow** and requires more than just training. Supporting a broad range of innovation projects, cells, and colleagues with increasing their innovation skillsets and activities is expected to have a pull factor for culture change over time.
- **Learning-by-doing** is an effective capability building strategy. While learning from theory is important, Global Pulse expects to have most lasting impact with support on relevant and well-selected experimentation cases that already have a tangible effect themselves - while build longer-term capabilities (ambidexterity).
- **Successful cases can serve as lighthouses** and inspire action if they are well-packaged and actively disseminated with the right audience. Global Pulse expects that 'working out loud' as a standard practice can effectively inspire action.
- Being part of a **network of innovation champions** is interesting and relevant for UN colleagues and provides them with an effective support system and inspiration for innovation opportunities and collaborations across all levels.
- **"Quintet of Change" methods** (data, digital, strategic foresight, behavioral sciences, innovation) are fit for delivering innovation and new ways of working for a UN 2.0 – with great benefit of Global Pulse staying at the forefront of developments, incl. policy support, identifying new methods to add to the toolbox, and gender equality in the areas.
- Global Pulse is well positioned to provide **external support from a 'neutral' position** jumping between entities and supporting where most needed – often where UN entities that do not yet have own innovation teams.
- Actively **engaging with stakeholders at all levels** of the UN System is key to understanding unmet needs and tailor its services and support, accordingly, including active outreach to those not usually active in innovation ecosystems.

Objective: To provide the UN family with the support towards upgraded UN capabilities that ensure proficiency and mainstreaming of innovation methods, best practices sharing, and application of lessons learned in new projects, driving more effective and efficient solutions fit for the challenges of the 21st century.

Strategy to achieve the objective: The Global Capability Hub uses its experience from over a decade of innovation in the UN to offer a space for learning and inspiration. The Hub's expert teams provide Quintet of Change method services and on-the-job trainings to the UN family, especially to UN entities and branches that might not have sufficient innovation capacity in house yet. An integral part is also supporting regional capacity, including partnerships with Member State driven innovation initiatives. As part of the UN Global Pulse Network, the Capability Hub has the required access to extract and systematise lessons learned from its experimentation and solution development work in the Regional Hubs and the Global Catalyst. Global Pulse understands that effective mobilisation for action and change requires effective and creative packaging of information/guidance, with immediate calls to action. In addition, its proximity to the UN's leadership and close connection to UN 2.0 communities provides strong pathways for the dissemination of drafted guidelines and frameworks. Across its work, the Capability Hub is at the same time a disseminator and a proficient user of Quintet of Change methods – leading change through innovating together in practice.

Indicative activities performed by the Global Capability Hub teams:

- **Provide Quintet of Change support services** for UN/partners, incl. advice and support for the setup of in-house teams
- **Run trainings, experiments and capability building sprints** in Quintet of Change methodologies
- **Frame and support action learning** opportunities to integrate new approaches in everyday work
- **Provide management and operational support for the** Global Pulse innovation projects on a cost share basis
- **Coordinate between Global Pulse projects**, especially in support of partnerships, learning, evaluation, outreach, etc.
- **Systemise and package knowledge** from Regional Hubs, Global Catalyst projects, and other relevant innovation ecosystems and distribute insights across the UN; including the topic of gender equality and diversity in innovation
- **Reach out to broad audiences** with inspiring innovation cases and joint calls to action
- **Support engagement and network platforms** to connect among innovation champions, and inspire culture change

Results Framework

Results of the Regional Hubs

Objective	Impact	Outcomes	Outputs	Indicators
To regionally surface and develop a wide range of responsible and inclusive innovations to accelerate SDG achievement, improve anticipation, and response to crises and emerging challenges – with a regional focus	• Accelerated delivery of top-quality regional development, humanitarian, and peacebuilding solutions • Regional policy transformations that maximise the impact, and minimise the risks of innovation and new solutions	• Strengthened identification capabilities and resourcing of high impact scalable solutions or innovations. • Knowledge, capabilities and approaches created to support effective regional innovation/testing and experimentation. • UN regional teams' ability to achieve their goals on the ground increased. • UN internal policies, guidelines and other instruments related to effective innovations adopted by regional UN leadership.	Established and functioning Regional Hubs for mapping and experimentation of innovations: • Systematic map of priority local and regional challenges or needs, identified with partners. • New solutions or innovations addressing priority challenges/needs identified through experimentation and testing, and lessons learned disseminated widely. • Regional strategic partnerships and institutional frameworks for experimentation and testing of new solutions/innovations. • Advisory engagements to regional UN and partners'/non-UN leadership on the development of policies, guidelines, and instruments for effective innovation.	*Output indicators* • Number of priority needs /challenges identified or mapping exercises completed. • Number of innovations / new solutions identified that address at least one priority challenge/need. • Number of experiment/testing projects completed and evaluated for innovations/new solutions identified. • Number of new testing/experimentation models, approaches and insights documented and disseminated widely. • Number of partnerships established for the experimentation or testing of at least one new solution/innovation identified. • Number of contributions to country-level/regional frameworks or policies • Number of regional UN branches' leadership and non-UN partners (incl. governments) having received at least one advisory engagement on the development of innovations. • Range and diversity of stakeholders consulted in design of innovation project/initiative *Outcome indicators* • Number of UN and non-UN partners adopting or implementing a developed pilot/solution. • Share of solutions active/functional at least 6 months after launch. • Number of UN policies, guidelines or instruments adopted by regional UN leadership supporting internal innovation processes. *Projects will also be linked to SDG impact areas*.

② Results of the Global Catalyst

Objective	Impact	Outcomes	Outputs	Indicators
To develop and scale inclusive and responsible solutions or innovations across the UN-system & partners to accelerate SDG achievement, improve anticipation, and response to crises and emerging challenges – with a global focus	• Accelerated creation, use, and scale of innovations or solutions to unlock global social impact. • Accelerated delivery of top-quality global development, humanitarian, and peacebuilding priorities.	• Solutions or innovations adopted and implemented by wider network of actors (UN and non-UN) in support of global development, humanitarian, and peacebuilding priorities. • Effective partnerships and institutional frameworks functioning for the adoption of UN-system solutions.	Established and functioning infrastructure for the development and scale-up of system-wide innovation: • Global and system-wide innovations/solutions incubated and scaled. • Lessons learned from scaling global innovations or new solutions disseminated widely. • Global strategic partnerships and institutional frameworks for scaling new solutions/innovations.	*Output indicators* • Number of (successful or unsuccessful) incubation/scaling projects completed for innovations/new solutions identified. • Number of (successful) innovations / new solutions incubated/scaled that address at least one priority challenge/need. • Number of new incubation/scale-up models, approaches and insights from documented and disseminated widely. • Number of partnerships/institutional frameworks established for incubation/scale-up of at least one new solution/innovation identified. • Range and diversity of stakeholders consulted in design of innovation project/initiative *Outcome indicators* • Number of UN and non-UN partners adopting or implementing an incubated/scaled solution. • Share of incubated/scaled solutions active/functional at least 1 year after launch. • Share of functional/active partnerships/institutional frameworks supporting at least one scaled-up solution. *Projects will also be linked to SDG impact areas.*

Results of the Global Capability Hub

Objective	Impact	Outcomes	Outputs	Indicators
Upgraded UN capabilities that ensure proficiency and mainstreaming of innovation methods, best practices sharing, and application of lessons learned in new projects, driving more effective and efficient solutions.	• Quintet of Change (QOC) approaches mainstreamed in the UN family's programming. • Vivid UN ecosystem for innovation, incubation, scale-up, and learning established.	• Capabilities and skills of UN entities/partners in Quintet of Change methods adaption strengthened. • Additional Quintet of Change teams created, or experts hired within UN entities. • Global action plans / frameworks on use of Quintet of Change methods adopted or ratified by UN organizations or partners.	Established and functioning Global Hub for capability building: • UN staff and partners trained in Quintet of Change areas. • Global action plans and frameworks on the use of Quintet of Change methods developed. • Community of practice networks in Quintet of Change areas effectively supported. • Technical support for the use of Quintet of Change methods in UN organizations provided.	*Output indicators* • Number of trainings or experimentation learning sessions in QOC areas conducted. • Number of QOC -related advisory/support engagements with UN branches (different from trainings). • Number of UN branches having received at least one advisory/support engagement in the incorporation of QOC methods (different from trainings). • Number of UN and partners' staff trained or having received advisory support in QOC areas, disaggregated by gender and other diversity indicators such as age. • Number of contributions to frameworks or action plans incorporating the use of QOC methods. • Share of practice networks' members that participated to at least one event conducted by their practice network. *Outcome indicators* • Number of UN branches having created/established at least one expert team in QOC areas. • Number of UN branches having adopted/ratified an action plan/framework incorporating the use of QOC methods. • Share of UN and partners' staff participants to QOC trainings, experimentation session or advisory engagements that demonstrated use of the QOC capabilities in their work, as reported through follow-up surveys.

All projects in the Global Pulse Network will use the standard, system-wide coding definitions for the Gender (Equality) Marker (GEM).

III. Benefits of the MPTF approach

The setup of the UN Global Pulse Network as a Multi-Partner Trust Fund (MPTF) allows partners to pool funds, minimise risks and reduce transaction costs, while achieving effective and coherent innovation outputs. It serves as a critical resource for the Secretary-General's innovation efforts with six core functions:

1. **Coherence for the SG's innovation agenda**
   The UN Global Pulse Network serves as a hub for innovation funding, management, and delivery within the UN's innovation ecosystem. It translates between local/regional challenges and global initiatives and disseminates innovation opportunities aligned with the UN's mission.

2. **Consolidation of financing for innovation projects**
   The Fund consolidates resources to maximise impact and avoid duplication of innovation projects within the UN. It addresses gaps of under-financing innovation and transformation programs across the UN family, investing in areas where funding is most needed.

3. **Specialisation on innovation management**
   The UN Global Pulse Network specialises in innovation management and financing, which is different from traditional programming. Project outcomes and timelines may be uncertain, and methods like data, digital, foresight, and behavioral science require unique management approaches. Being specialised on funding innovation, the UN Global Pulse Network caters to these needs and ensures projects pivot if they fall short of expected results.

4. **Risk pooling in an innovation portfolio a.k.a. 'the ability to fail'**
   Pooling innovation projects in a joint fund can increase the chances of success in the overall portfolio. This reduces risks for single contributors and allows the Fund to stop and pivot projects if they fall short of expected results. The Fund also provides a comprehensive risk and results-based management system to determine where resources are most effective.
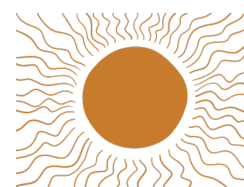
5. **Cost effectiveness**
   The Fund aims to maximise the impact of innovation projects while minimising costs and resources. This includes reducing transaction costs for donors, governments, and implementing partners. The Fund's setup eliminates unnecessary overhead costs and provides the necessary infrastructure for contributions from donors, avoiding the need to repeatedly establish new innovation infrastructures for each project or initiative.

6. **Opening avenues to innovative financing sources**
   The Fund allows for new and creative ways of financing innovation projects by serving as an intermediary that guarantees accountability and transparency.

IV. Governance Arrangements

United Nations Multi-Partner Trust Funds (MPTFs) are a type of pooled funding modality under the United Nations Sustainable Development Group (UNSDG) governance mechanism. They are financial instruments designed to support international development initiatives and partnership platforms with a clearly defined programmatic purpose and a results framework. MPTFs receive funds from a diverse set of financial contributors and enable a collective response from all stakeholders through shared financing and joint support towards agreed goals.

The UN Global Pulse Network governance framework provides for efficient and effective decision-making and oversight, a streamlined fund allocation, and clear lines of accountability. It also ensures entry points for key stakeholders to provide strategic advice, substantive expertise and innovation impulses. The UN Global Pulse Network's governance ecosystem includes the following groups:

- **Operational Steering Committee** makes operational decisions for the Fund – and is advised by the
    - **Innovation Advisory Group** to bring diverse perspectives on innovation,
    - **UN Client Group** to bring UN perspective to where innovation support is needed
- **Administrative Agent** serves as the Fund administrator
- **Technical Secretariat** provides operational support
- **Participating UN Organizations** deliver the projects and are guided on project level by
    - **Project Steering Committees** to make decisions, unblock, and provide advice.

Governance Overview
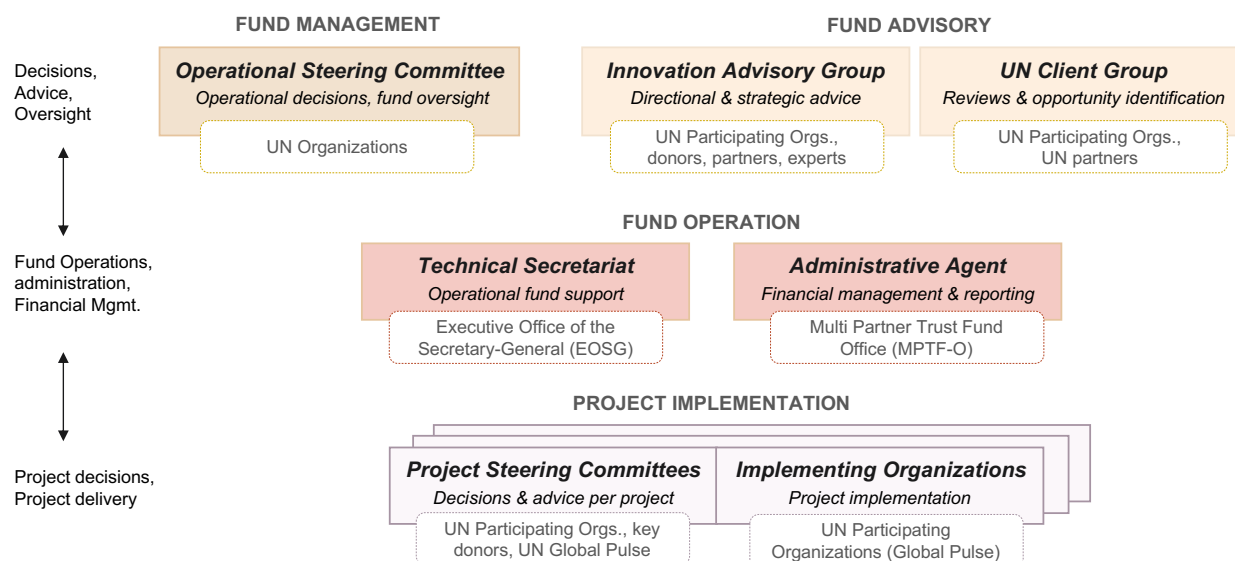
The Operational Steering Committee

The purpose of the Operational Steering Committee is to drive overall direction of the UN Global Pulse Network for achieving its programmatic objectives. The Committee is expected to play a role in course-correcting when and where necessary, and in removing barriers to success, including those of an administrative, financial or political nature. It is the operational decision-making body of the Fund and holds overall oversight and accountability for delivery. Its membership is internal to the UN.

Responsibilities	i. Provide **general oversight** and exercise **overall accountability** of the Fund; ii. Approve the **strategic direction** of the Fund and its overall results framework; iii. Approve the Fund **risk management** strategy and review risk monitoring regularly; iv. Review and **approve proposals** submitted for funding, ensuring their conformity with the requirements of the Fund Terms of Reference (TOR); v. Decide the **allocation of funds**; vi. Request **fund transfers** to the Administrative Agent (signed off by Steering Committee chair); vii. Review **Fund status** and oversee the **overall progress** against the results framework through monitoring, reporting and evaluation; viii. Review and approve the **periodic progress reports** consolidated by the Administrative Agent and the Secretariat based on the progress reports submitted by the Implementing Entities; ix. Can commission mid-term and final **independent evaluations** on the overall performance of the Fund; x. Approve **direct costs** related to Fund operations supported by the Secretariat; xi. Approve Fund **extensions and updates to the Fund TOR**, as required; xii. Develop and implement **resource mobilisation** strategies to capitalise the Fund; xiii. Serve as **entry point for partners** who realise that the path to sustainable development can be found by working with governments, the private sector, academia, as well as other stakeholders, in a common effort to drive innovation and widely shared opportunities.
Composition	The Steering Committee includes high-level UN System representatives with access to a rich and diverse network of experts and leaders in the global innovation ecosystem, to UN country action, and to project management and procurement expertise: • **EOSG** as the Operational Steering Committee chair • **UNOPS** • **ITU** • **UNDP** • **DCO** (as a non-participating entity) • **MPTF-O** as the Administrative Agent (ex-officio member without the right to vote) • **Global Pulse Director** (ex-officio member without the right to vote) The representation of additional members in the Steering Committee can be decided on a case-by-case basis. Other Participating UN Organizations can be invited to participate as observers.
Decision making, participation & meetings	The Steering Committee endeavors to reach agreement by consensus. Taking into account the position put forward by the Steering Committee, the chair takes the final decision and instructs the Technical Secretariat and Administrative Agent accordingly. The chair is to make sure that the decisions taken by the Steering Committee are in accordance with the relevant UN regulations, rules, policies, and procedures. In meetings (virtual or in-person), two-thirds of the members of the Steering Committee must be present when decisions are made, i.e., 2 out of 3 members. Parties subject to a potential conflict of interest in a discussion are required to declare the conflict of interest and leave the discussion. The Steering Committee meets on an ad-hoc basis, but at minimum twice a year. Extraordinary meetings can be convened if necessary. Decisions can also be taken by email, including by non-objection, which means if nobody has an objection, a proposal is considered approved.

The Innovation Advisory Group

The purpose of the Innovation Advisory Group is to bring together external and internal champions who support Global Pulse in advancing its strategy and mission. The group spans a broad variety of unique perspectives that bring creativity and discourse to Global Pulse and its choices. The group is asked to practice radical candor, constantly challenging Global Pulse to step out of its comfort zone.

Responsibilities	i. Provide **strategic recommendations and oversight advice** to the Operational Steering Committee and to proposal teams; ii. Review and discuss **priorities and future plans**; iii. Serve as **external champions**; iv. **Partner** with relevant initiatives; v. **Challenge assumptions**; vi. Provide **recommendations and access** to financial and non-financial resource mobilisation (partnerships, data, platforms, skills, experiences, expertise, funding); vii. **Interrogate relevance of projects** and review Global Pulse's funding decisions; viii. Identify and introduce **new perspectives** on the role of innovation for the UN. ix. Review, discuss and endorse **annual reports**; x. Discuss and advise on **operational challenges and bottlenecks**; xi. Discuss **findings of evaluations** or reviews and their implementation; xii. Provide **advice on partnerships or projects**, where applicable; xiii. **Endorse strategy** documents.
Composition	Appointed by the Operational Steering Committee, the Innovation Advisory Group consists of innovation experts, key donor representatives, and relevant actors in the innovation sphere. It aims to bring together a broad diversity of organizations and individuals.
Meetings	The Innovation Advisory Group meets 2x / year, with secretariat functions assumed by the Technical Secretariat.

The UN Client Group

The UN Client Group is a coordination group designed to bolster operational relevance, to identify, scope, and prioritise common innovation needs across the UN family, and provide feedback on Global Pulse's ongoing work.

Responsibilities	i. Provide **recommendations for use cases and innovation needs** for which Global Pulse could consider funding projects and provide advice to proposal teams; ii. Provide **recommendations for prioritisation** of ongoing projects; iii. **Review ongoing project portfolio** and recommend course corrections and further opportunities/links; iv. Build **support for innovation project progress** in respective UN entities; v. **Identify and introduce partners** that could contribute to problem solving; vi. Provide inputs and feedback to **regular risk monitoring**.
Composition	The UN Client Group consists of mid to senior level representatives of key UN organizations, including Heads of Innovation Units, current and potential future support service recipients, and clients of Global Pulse projects. Members are UN colleagues with substantive expertise who play a programmatic or operational decision-making role in their respective organizations. The group includes constituents who work across the 'Quintet of Change' agenda for UN 2.0.
Meetings	The UN Client Group meets 2x / year, with secretariat functions assumed by the Technical Secretariat.

The Technical Secretariat

Responsible for daily management of Fund operations, the Technical Secretariat provides technical and management support to the Operational Steering Committee necessary to ensure the programmatic coordination and monitoring of the Fund. The Technical Secretariat has dedicated resources based in the Executive Office of the Secretary-General, with a lead reporting to, and regularly informing the chair of the Operational Steering Committee.

Responsibilities	i. **Advise the Operational Steering Committee** on strategic priorities, programmatic and financial allocations (based on the inputs of the Innovation Advisory Group and the Administrative Agent, if applicable) ii. Provide **logistical and operational support** to the Operational Steering Committee, the Technical Advisory Group, and the UN Client Group; iii. Organise **project approval processes**; iv. Ensure the **monitoring** of the operational risks and Fund performance; v. Consolidate **annual and final narrative reports** provided by the Participating UN Organizations and share with the Steering Committee for review as well as with the Administrative Agent for preparation of consolidated narrative and financial reports; vi. Facilitate **collaboration and communication** between Participating UN Organizations to ensure programmes are implemented effectively; vii. Liaise with the Administrative Agent on **Fund administration issues**, including issues related to project/Fund extensions and project/Fund closure.
Composition	The Secretariat team sits in the **Executive Office of the Secretary-General (EOSG)** and is working directly with the UN Global Pulse management and team.
Cost coverage & contributions	The costs of the Fund Secretariat will be charged to the Fund as direct costs. The budget will be submitted to the Steering Committee for approval on an annual basis and the Steering Committee will adjust staffing according to needs and budget availability. Financial contributors and UN entities are encouraged to support the Secretariat with additional financial, human, or other resources in accordance with UN staff regulations, rules, policies, and practice. Efficient management, resource optimisation, cost effectiveness, value creation, synergies, and effective operational engagement are the guiding principles of Secretariat management.

The Administrative Agent

The UN Multi-Partner Trust Fund Office (MPTF-O) in New York serves as Administrative Agent of the Fund under the pass-through management modality. The pass-through modality implies that all financial and programmatic accountability for projects is passed on-to the participating UN organizations and does not lie with the Administrative Agent.

Responsibilities	i. **Fund establishment:** Support for developing the Fund concept note and the TOR. This includes notably support for the design of the Fund architecture (i.e. governance arrangements), the preparation of the legal instruments based on standard legal agreements, and the development of a logical framework based on the theory of change ii. **Fund administration:** The Administrative Agent will conclude a Memorandum of Understanding (MOU) with the Participating UN Organizations and Standard Administrative Arrangements (SAAs) with contributing partners. Receipt,

	administration, and disbursement of funds to the participating organizations according to the instructions of the Steering Committee, financial reporting and consolidation. The Administrative Agent will disburse funds to the Secretariat for direct costs based on the decision of the Steering Committee. On an annual basis, the Administrative Agent will notify the Steering Committee of the amounts used for such purposes.
Composition	The **Multi-Partner Trust Fund Office in New York** will serve as Administrative Agent for the Fund.
Cost coverage	The Administrative Agent will be entitled to allocate an administrative **fee of one percent (1%)** of the amount contributed by each donor, to meet the costs of performing the Administrative Agent's standard functions as described in the Memorandum of Understanding (MOU).

Project Steering Committees

While not part of the Fund itself, **major projects *can* have additional project-level Steering Committees** that provide strategic direction, review project progress, and help resolving major roadblocks. The Committees are designed to ensure proximity to stakeholder interests where relevant to the specific project and provide a direct involvement of donors in the project oversight.

Details of each Project Steering Committee are **designed per project in the respective project** document. The Project Steering Committee design is reviewed and approved by the Fund's Steering Committee at project setup. Shared responsibilities and design features of the Project Steering Committee *typically* include:

Responsibilities *(exemplary)*	i. Review **project progress** regularly; ii. Provide **strategic and directional guidance** for the project (including the review of ongoing experiments where applicable); iii. Oversee preparation and **endorse proposals for funding** of next project phase before submission to the Steering Committee, where applicable; iv. Review and approve project **risk management** strategy and review risk monitoring regularly; v. Oversee the **project progress** against the results framework through monitoring, reporting and evaluation; vi. **Review and provide recommendations** on the **periodic progress report** prepared by the Participating UN Organization; vii. **Seek recommendations** from the Innovation Advisory Group and UN Client Group.
Composition	The Project Steering Committees usually consist of representatives of the Global Pulse Fund/leadership, the Participating UN Organization, key donors, and might include other relevant stakeholders as of definition in the project document. Membership thresholds can be specified in the project document.
Decision making, participation & meetings	The decision making, participation, and meeting cadence modalities are specified in the respective project document.

Regional collaborations: All local or regional projects implemented within a Regional Hub's geographical scope will fall under the purview of the Regional Hub Project Steering Committee. This ensures that each project is connected to governance and knowledge-sharing systems on both regional and global levels. As a result, all projects will benefit from collaboration within and across Global Pulse Regional Hubs and their experience in context.

Implementing Organizations

Resources will be allocated to participating United Nations organizations, who have signed a Memorandum of Understanding (MOU) with the Administrative Agent, after the Operational Steering Committee has approved. Each participating United Nations organization will assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent. These funds will be administered by each participating United Nations organization in accordance with its own regulations, rules, directives, and procedures.

The indirect costs of the participating United Nations organizations recovered through programme support costs will be at 7% of the total budget submitted (with exceptions in line with UNSDG agreements, e.g., for WFP and UNHCR).

Projects from other contribution levels that draw on the services of the Global Capabilities Hub are expected to budget for those services in their proposals / project documents.

V. Fund Implementation

Project Approval Process

The UN Global Pulse Network allocates funds for project proposals that fall into one of the Global Pulse contribution levels: Regional Hub, Global Catalyst, Global Capability Hub. It selects proposals that demonstrate a compelling approach to addressing a key challenge and articulated need of a partner.

To ensure that the projects supported by the UN Global Pulse Network are impactful and aligned with the UN Global Pulse Network's mission, proposals are co-designed with existing Global Pulse teams. This approach allows for the development of projects that build on the expertise and experience of the Global Pulse project teams, including outcomes of scanning exercises. It also helps to ensure that new projects complement and extend the work of existing initiatives and provide a compelling addition to the existing portfolio. The co-design process involves working with partners who are likely to sit on the Project Steering Committee to ensures that the projects are developed with input from those who will be most affected by their implementation. This also includes involving the UN Client Group and Global Pulse funders along the process.

Before a project is selected and approved for funding, it is subjected to a review process that involves input from various bodies within the UN Global Pulse Network. Members of the Innovation Advisory Group, including internal and external partners, are usually asked to provide recommendations on project proposals. This ensures that the projects that receive funding are innovative, of the highest quality, aligned with Global Pulse's mission, and have the greatest potential to achieve meaningful impact.

The UN Global Pulse Network follows the following 6-step process for Fund allocation:

1. **Proposal co-design**: Project proposals are co-designed with members of the Global Capability Hub or a Regional Hub, in collaboration with the UN Client Group, and Global Pulse partners where applicable. This process involves working with stakeholders who are expected to be on the Project Steering Committee.

2. **Proposal review**: The Technical Secretariat reviews proposals received and forwards those that meet the assessment criteria and demonstrate a compelling approach. Based on Secretariat feedback, proposal teams can adjust and resubmit proposals where relevant.

3. **Operational Steering Committee assessment and approval**: The UN Global Pulse Network Steering Committee reviews submitted proposals, takes into account the recommendations of the Innovation Advisory Group, and approves the projects that are aligned with the organization's mission and have the greatest potential as of the assessment criteria.

4. **Funding**: The Operational Steering Committee informs the Administrative Agent about the approved projects to receive funding from the UN Global Pulse Network, for the Administrative Agent to release payments to the Participating UN Organization.

5. **Monitoring and evaluation**: The UN Global Pulse Network oversees monitoring and evaluation of the progress of funded projects to ensure that they are on track to achieve their objectives and deliver impact.

6. **Proposals for project continuation**: If the outcomes of the project continue to meet the criteria of the Fund, a project can apply for an extension of its project duration and funding. The team will be expected to submit a project proposal for the next phase and submit it through the same approval process.

Review and assessment criteria

Proposals are assessed and selected by the Operational Steering Committee for funding based on the below assessment criteria. They are designed to cover all relevant perspectives to ensure that proposals meet the standards established by the UN Global Pulse Network for funding, while ensuring funds are dispersed to the most promising projects:

- **Alignment with UN Global Pulse Network strategy** – Expected contribution and alignment to one of the three funding levels (Regional Hub, Global Catalyst, Global Capability Hub) and Global Pulse's overall strategic objectives.
- **Relevance to shared agendas** – Especially contributions to the Sustainable Development Goals, Our Common Agenda, and emerging leadership priorities.
- **Impact and return on investment** – Preference will be given to proposals that focus on creating value-add, multiplier effects, benefits, and synergies across the UN Global Pulse Network and the UN family. This includes the use and/or provisioning of shared resources and the approach to add value to existing ecosystems.
- **Portfolio opportunity and risk balancing** – Priority is given to projects that fit well into the existing project portfolio to balance risks and opportunities.
- **Contribution to gender equality** – All projects require a gender marker and at least 15% of funds is allocated to projects with gender equality/women's empowerment as the principal objective.
- **Beneficiary involvement** – Priority is given to projects that have direct involvement strategies and buy-in of future beneficiaries to ensure that initiatives are designed to effectively address relevant needs and opportunities.
- **Scalability and sustainability** – Priority is given to projects that present a compelling approach for the reliable long-term provision of their outputs. Depending on the type of project, this includes scalability and the potential to be rolled out to further or larger contexts, and the selection and proximity to delivery partners.
- **Cost effectiveness** – Applicants must demonstrate economical use of resources; financial and in-kind contributions from other parties should be noted.

Ultimately, the allocation of funds is based on a combination of the proposal's quality, its alignment with Global Pulse's priorities, and the available budget. The goal of the review process is to ensure that only the most impactful and well-designed projects receive funding, and that resources are used in the most effective and efficient manner possible.

The criteria are subject to regular Operational Steering Committee review.

Risk Management

MPTFs implicitly represent an element of risk sharing among all stakeholders. This Terms of Reference establishes a common understanding of risks, and a pathway for efficient and strategic risk mitigation and adaptation measures. Risk sharing is a key element of the due diligence and operationalization of the Fund, and it is understood that the residual risk is shared among all stakeholders.

Three main types of risks – contextual, programmatic, and institutional – are considered. The risk ranking matrix below captures the hierarchy of risk at different levels and where identified risks fall into it. It serves as the basis for an assessment of the most appropriate responses to the identified risks, particularly to those risks most likely to impede success (very high and high). The Steering Group will regularly review and update the risk management strategy. In addition, the Innovation Advisory Group will be invited to review and provide inputs to potential risks.

A description, assessment, and mitigation approach per risk shown in the matrix is **attached as an Annex**.

Risk Assessment Matrix
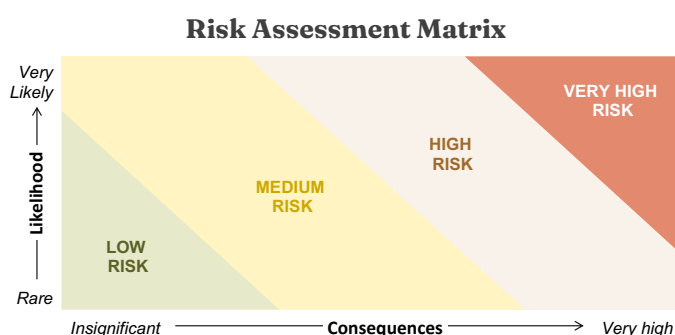
Overview of identified risks (description & mitigation strategy in Annex):

Contextual Risks	**Programmatic risks**	**Institutional risks**
• **HIGH** Sufficient Fund resourcing	• **HIGH** Underperforming innovation outcomes	• **HIGH** Resistance to change
• **MEDIUM** Negative publicity	• **HIGH** Negative impact on human rights	• **HIGH** Governance effectiveness
• **MEDIUM** Talent & expert availability	• **HIGH** Fragmentation of projects	• **MEDIUM** Regulatory & data/model liability
• **MEDIUM** Social and environmental responsibility	• **HIGH** Concentration of investments	• **MEDIUM** Operational bottlenecks
	• **MEDIUM** Inability to learn and adapt	• **LOW** Lack of collaboration

The above Fund allocation criteria, including thematic priorities and project partner selection criteria, reflect the Fund's risk management strategy and appetite in order to accelerate delivery and increase Fund impact, and to ensure that Fund operations 'do no harm' and are used for their intended purpose.

In addition to the Fund level risk management, every project will be expected to have a detailed risk review and mitigation measures in place.

Accountability

The provisions are specified in the legal instruments governing the Fund (standard UNDG Memorandum of Understanding (MOU) and Standard Administrative Agreement (SAA)) and ensure a clear understanding with regards to programmatic and financial accountability of all stakeholders in the course of implementation.

VI. Reporting

For each project the Participating UN Organization will provide the Technical Secretariat and the Administrative Agent with annual and final reports and financial statements prepared in accordance with their accounting and reporting procedures in line with standard UNSDG Memorandum of Understanding (MOU) / Standard Administrative Agreement (SAA).

The annual and final reports will be results-oriented and evidence based, and will give a summary of results and achievements compared to the goals and objectives of the approved result matrix in the programme document aligned with the Fund result matrix.

Both programmatic and financial performance indicators will be monitored at the outcome and output level (Fund and project level). Every project monitors the key outcome indicators of the Fund to which it must contribute in accordance with the Fund Result Matrix. The output indicators will be specific to each project.

The prime responsibility for collecting data lies with the Participating UN Organizations and will be one of the key elements reflected in their annual report. The Technical Secretariat will be responsible for coordinating the data collection and ensuring the proper use of the reporting format.

The final report will contain an analysis of how the outcomes and outputs have contributed to the overall impact.

VII. Monitoring and Evaluation

The monitoring and evaluation arrangements of the MPTF will be in line with standard UNDG Memorandum of Understanding (MOU) and Standard Administrative Agreement (SAA).

Continuous monitoring and evaluation are conducted by the Technical Secretariat. The evaluation of the performance of each indicator will take external factors into account as well as the pre-identified assumptions and risks. The information will be consolidated in a risk management system.

All projects will link to the outcome indicators of the Fund; however, output level indicators will be specific for each project. Participating organizations are responsible for data collection, which will be one of the key elements reflected in the annual report of the project.

In addition to the indicators specified in this TOR the Operational Steering Committee in coordination with the Innovation Advisory Group and Secretariat will develop clear targets and quantitative measures to support reporting and oversight, and focus on progress towards the Fund's Objectives.

The Operational Steering Committee can commission independent reviews and evaluations of the overall performance of the Fund. An annual meeting of stakeholders will be considered to review progress, discuss significant changes in circumstances and major risks, and, if needed, substantive revisions of the Fund TOR.

VIII. Audit

The Administrative Agent and participating UN organizations will be audited in accordance with their own rules and financial regulations and in line with the framework for auditing MPTFs (Framework for Joint Internal Audit of UN Joint Activities) which was agreed by the Internal Audit Services of participating UN organizations and endorsed by the UNDG in 2014.

IX. Public Disclosure

The Administrative Agent's website Gateway (http://mptf.undp.org) is a web-based service portal that provides real-time financial data issued directly from the UNDP accounting system. Once established, the Fund will have a separate page in the Gateway portal which will allow partners and the public to follow up on the Fund contributions, transfers and expenses, and access key documents and reports. The Fund Secretariat and Administrative Agent will ensure that the Fund's operations and decisions are posted on the Gateway portal.

All stakeholders should take appropriate measures to promote the Fund. Information shared with the press regarding Fund beneficiaries, official notices, reports and publications shall acknowledge the Fund role. More specifically, the Administrative Agent shall ensure that the role of the contributors and relevant stakeholders is fully acknowledged in all external communications related to the Fund.

X. Modification and Expiration of the MPTF

The Fund will be established for an **initial duration of five years**, with the intention of extending the Fund until at least 2030. The Operational Steering Committee will have the authority to modify the Fund's duration or to close the Fund in agreement with the Administrative Agent.

Unless the Operational Steering Committee members decide otherwise, after the Fund's closure, the contractual liabilities undertaken by the Fund under these terms of reference or any complementary agreements, including agreements signed with third parties before receiving the corresponding notice of closure, will not be affected by this closure.

The Operational Steering Committee members and the contributors will strive to amicably solve any dispute related to the operations of this Fund, as defined in their respective legal agreements. If a dispute cannot be amicably resolved, Executive Heads of Organizations will resolve the matter through consultations.

The Operational Steering Committee will be able to modify any of the provisions of these Terms of Reference in writing or establish complementary agreements.
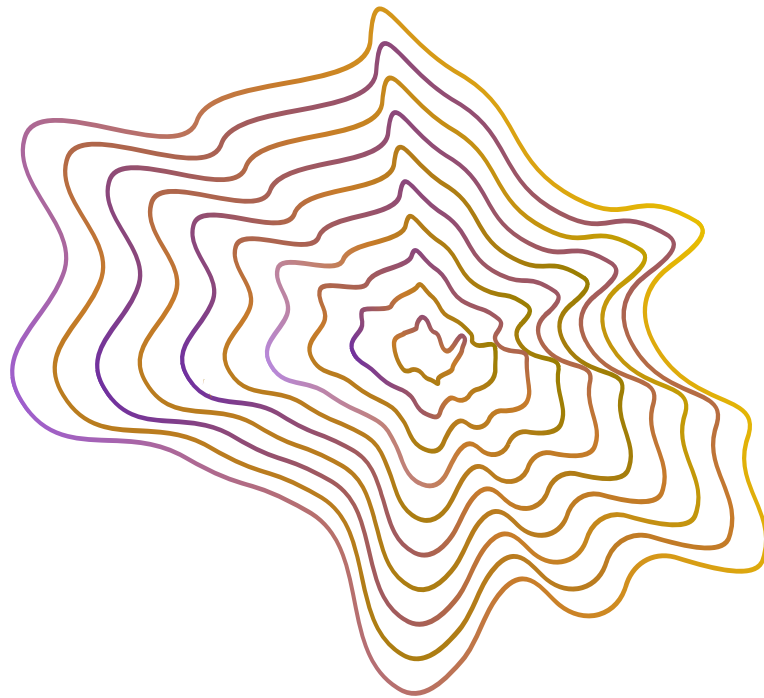
Abbreviations

- DCO: Development Coordination Office
- EOSG: Executive Office of the Secretary-General
- I-CoDI: International Centre of Digital Innovation
- ITU: International Telecommunication Union
- LDC: Least Developed Countries
- LLDC: Landlocked Developing Countries
- MOU: Memorandum of Understanding
- MPTF: Multi-Partner Trust Fund
- MPTF-O: Multi-Partner Trust Fund Office
- OECD DAC: Organization for Economic Co-operation and Development's Development Assistance Committee
- OCA: Our Common Agenda
- QOC: Quintet of Change
- SAA: Standard Administrative Agreement
- SDG: Sustainable Development Goals
- SG: Secretary-General
- SIDS: Small Island Developing States
- TOR: Terms of Reference
- UAE: United Arab Emirates
- UN: United Nations
- UNDG: United Nations Development Group
- UNDP: United Nations Development Programme
- UNICEF: United Nations Children's Fund
- UNIN: United Nations Innovation Network
- UNOPS: United Nations Office for Project Services
- UNSDG: United Nations Sustainable Development Group
- WFP: World Food Programme

Annex 1: Contribution earmarking

UN Global Pulse innovation projects span the UN's development, humanitarian, human rights and peacebuilding pillars. UN Global Pulse **invites the donor community to consider unearmarked contributions** for the operational effectiveness and efficiency of the Fund. Access to flexible funding is critical for the development and implementation of innovative approaches. Unearmarked contributions would also allow the Fund to quickly unlock innovative solutions in response to emergencies and crisis. Moreover, unearmarked contributions help the Fund to remain demand-driven and broker innovation services in line with South-South and Triangular Cooperation efforts. As a matter of accountability to its donors, partners and the communities it serves, the Fund is committed to the highest standards of transparency and disclosure of data related to its operations.

Global Pulse is the cross-pillar lead and hub for experimentation

Sustainable Development	*Humanitarian Action*	*Human Rights*	*Peacebuilding & Prevention*

If required by the contributor, earmarking to one of the pillars is possible. Below is an exemplary selection of relevant OECD DAC purpose codes that can be used for allocations to humanitarian, peace/security, human rights or development budgets. Earmarking to pillars and the fund's outcome levels (1. Regional hubs 2. Global Catalyst 3. Global Capability Hub) is mutually exclusive.

Sustainable Development, e.g.
- Purpose Codes in 110-114, Education
- Purpose Codes in 120-123, Health
- Purpose Codes in 130, Population Policies/Programmes & Reproductive Health
- Purpose Codes in 140 Water Supply & Sanitation
- Purpose Codes in 150 Government & Civil Society
- Purpose Codes in 160 Other Social Infrastructure & Services
- Purpose Codes in 220, Communications
- Purpose Codes in 230-235, Energy
- Purpose Codes in 250, Business & Other Services
- Purpose Codes in 310-313, Agriculture, Forestry, Fishing
- Purpose Codes in 410, General Environmental Protection
- Purpose Codes in 430, Other Multisector

Humanitarian Action, e.g.
- Purpose Codes in 720, Emergency Response
- Purpose Codes in 730, Reconstruction Relief & Rehabilitation
  Purpose Codes in 740, Disaster Prevention & Preparedness

Human rights, e.g.
- Purpose Code 15160, Human rights
- Purpose Code 15170, Women's rights organisations and movements & government institutions

Peacebuilding and prevention, e.g.
- Purpose Code 15220, Civilian peace-building, conflict prevention and resolution

Annex 2: Risk assessment and mitigation

The following overview captures the key risks identified for the Global Pulse Fund. It focuses on the network level of risks and mitigation actions, while more detailed and additional risks are identified and managed on the project level.

Identified risks fall into three main categories as shown below: contextual risks, programmatic risks, and institutional risks. The risk assessment follows a matrix approach: Likelihood is ranked from 1 (rare) to 5 (likely) and Consequences are ranked from 1 (Insignificant) to 5 (extreme), multiplied into an overall risk level of Low, Medium, High, and Very High.

Risk	Likelihood (1-5)	Consequen- ces (1-5)	Mitigation strategies
Contextual risks			
Fund resourcing: If the UN Global Pulse Network does not manage to raise the funds it needs for programmatic implementation	3	4	Develop diverse fundraising strategies and explore alternative sources of funding. Maintain transparency and accountability with donors through the online portal and timely reporting, and involvement in Advisory Groups/Project Steering Committees. Offer diverse funding channels and meet earmarking requirements.
Negative publicity: If Global Pulse receives negative publicity or public perception due to its activities	2	3	Implement a robust communication strategy, regularly engage with stakeholders, and be transparent about activities. Monitor media and address any negative narratives proactively.
Talent & expert availability: If Global Pulse falls short recruiting the top-notch experts and talent in various fields into its innovation teams	2	4	Offer a competitive work environment with strong focus on impact potential, maintain a strong employer brand, prioritise diversity and inclusion, and foster a culture of continuous learning and development. In addition to long term perspectives, offer flexible and temporary options, e.g. fellowships.
Social and environmental responsibility: If Global Pulse partners with organizations or uses technologies that have negative societal or environmental effects	2	4	Establish a robust vetting process for partners and technologies and maintain strict adherence to UN values and principles. Regularly monitor partners' activities and address any issues proactively.
Programmatic risks			
Underperforming innovations: If solutions fall short of solving priority challenges, incl. limited uptake or scalability	3	4	Conduct thorough research and pilot testing before scaling up solutions; design solutions with scalability in mind from the outset; engage with target users by co-creation in the design and implementation phases of projects to ensure solutions meet their needs and are well-accessible and understandable; regularly monitor and evaluate impact to adjust solutions as needed

Risk	L	I	Mitigation
Negative impact on human rights: if Global Pulse does not possess the necessary expertise in assessing and mitigating human rights risks associated to its programmes and other initiatives	3	5	Train UN Global Pulse staff and support capacity development of partners on human rights impact assessments and development of mitigation measures. Seek the advice of the Office of the Commissioner on Human Rights (OHCHR) on programmes and initiatives that may be particularly prone to human rights issues.
Fragmentation of projects: If investments span too many solutions across too many thematic areas, it may struggle to achieve impact in any one area	4	3	Use the contribution levels to focus on a limited number of thematic areas where Global Pulse can achieve the most significant impact; coordinate with other UN entities to avoid duplication of efforts. Use an innovation management system to identify areas for divestment.
Concentration of investments: The network might invest too heavily in one thematic area or solution, with increased risk in single project failure/ underperformance	3	3	Diversify investments across different thematic areas to mitigate concentration risk; regularly monitor and evaluate impact on a portfolio level to adjust investments as needed
Inability to learn: If Global Pulse is unable to adapt to changing circumstances, or faces resistance in sharing failures and learnings from projects	3	2	Establish a flexible, adaptable project design that can adjust to changing circumstances; Foster a culture of transparency and accountability to encourage sharing of failures and lessons learned and establish a dedicated learning and knowledge-sharing function; establish clear monitoring and evaluation framework for the Fund and for each project; maintain a strong focus on ties with key experts via Global Pulse governance groups

Institutional risks

Risk	L	I	Mitigation
Resistance to change: If the UN Global Pulse Network faces resistance for change and adoption in UN entities	4	3	Build strong relationships with UN entities and communicate the value of Global Pulse's work in supporting their mandates; engage in capacity building and knowledge sharing activities to build trust and understanding.
Lack of collaboration: If Global Pulse is seen as a competitor rather than a partner, and does not realise productive partnerships and collaborations	2	2	Build partnerships based on shared interests and complementary expertise; communicate the value of collaboration and seek opportunities to work together towards common goals.
Regulatory: If liability issues related to data, IP, or ethical AI/models arise	1	3	Liability lies with the UN Participating Organizations, as the UN Global Pulse Network neither generates data, models, or approaches, nor acts as a distributor. All projects must include a risk mitigation strategy that includes any specific issues related to regulation.
Governance Effectiveness: If the governance groups struggle to make decisions or implement projects in a timely manner	3	3	Follow clear decision-making processes and roles/responsibilities as defined for the governance groups; ensure effective communication and coordination between governance groups and programmatic teams, including reduction of redundant alignments between steering/advisory groups.
Operational bottlenecks: If quantity of required partnerships and services procurement leads to execution delays	4	2	Develop robust procurement and partnership management systems; leverage technology to streamline processes and reduce bottlenecks; prioritise partnerships and activities based on their potential impact and feasibility.

Annex 3: Global Pulse evolution

Global Pulse from 2009 to 2022

Set up in 2009, Global Pulse started out as an initiative to use big data during crises for the benefit of vulnerable populations. More than 10 years ago, when "data science" was a relatively new term, there was a growing demand among humanitarian and development actors for real-time data – not only capturing it, but aggregating it into patterns, trends and reports to help making informed decisions. Global Pulse pioneered the use of data gathered through newly available means – from social media feeds to radio conversations, from anonymized cell phone records to satellite images.

To ensure that our research was grounded in the realities of communities we were trying to assist, Global Pulse developed a network of innovation offices across continents. Opened in 2009, New York was the first location of Global Pulse, followed by Jakarta, Kampala and Finland. From an initial focus on data, we expanded into hosting multidisciplinary teams including data scientists, engineers, designers, social scientists, communication experts, data privacy specialists, behavioural researchers, foresight practitioners and innovation experts. They are skilled in working together with development and humanitarian practitioners to prototype and implement innovations.

Much has changed since Global Pulse's inception, and the UN's data and innovation ecosystem continues to mature. Following a strategic realignment of the UN's innovation space, Global Pulse became the Secretary-General's Innovation Lab in 2022. As such, our multidisciplinary and diverse team looks beyond digital and data as sources for new ways of working – with Global Pulse as a pioneer for a UN 2.0 with 21st century capabilities.

Global Pulse's role in the ecosystem

Global Pulse's deeply networked approach supports the Resident Coordinators and always partners with the UN specialized agencies, funds, and programmes that lead country-level work. At the same time, it has access to system-wide leadership which provides opportunities to surface cross-cutting needs and opportunities.

Global Pulse works complementary and in partnership with the UN's existing innovation initiatives. The intention is to foster robust connections with UN entities at the forefront of innovation, such as UNDP, ITU, UNICEF, WFP and others, with whom we share best practices, mutual support, and exchange. For example, Global Pulse's support is complementary to the UNDP Accelerator Lab network. While the latter focuses on the country level, Global Pulse builds on their findings and/or encourages acceleration of solutions through their network where applicable. Another relevant complimentary player is the Joint UNSDG Fund Digital Window which provides a much higher volume of funding for large initiatives at a later maturity stage. Global Pulse also has a close working relationship with the UN Complex Risk Analytics Fund (CRAF'd) and contributes as part of its ecosystem.

Geographical scope

New York was the first hub of the Global Pulse initiative, established in 2009, and continues to be a project location. New York-based project teams work closely with key UN actors to ensure a solid understanding of the policy and implementation challenges they are grappling with. We work closely with the innovation ecosystem, private sector and academia to explore how new approaches can provide useful support for decision makers.

Global Pulse Jakarta was established in 2012 as a joint data innovation facility of the United Nations and the Government of Indonesia (Ministry of National Development Planning, Bappenas). Our Jakarta team employs a mixed-method approach, through which it harnesses alternative data sources and advanced data analytics methods to obtain actionable insights and applies human-centered design to ground-truth insights from its data analysis and research, providing evidence to inform policy makers.

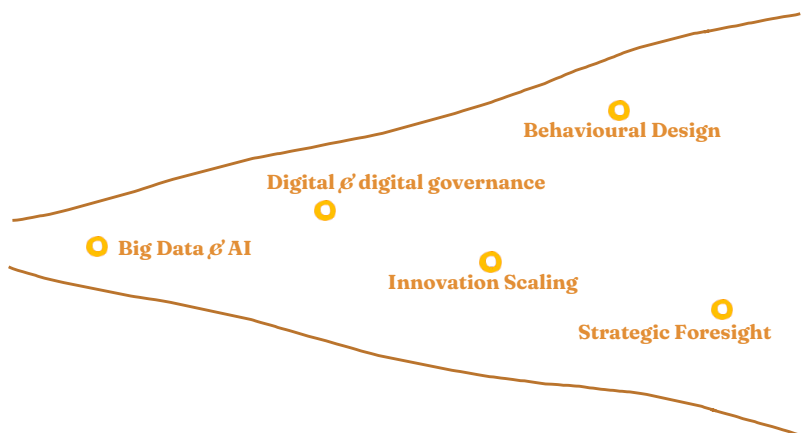| New York	Jakarta	Kampala	Finland
2009	2011	2013	2021
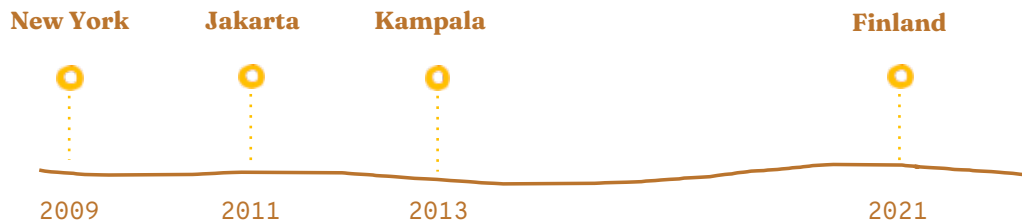
Global Pulse Kampala opened its doors in 2013 as the first innovation office in Africa working to develop data-driven applications for local contexts. It hast been an inter-agency initiative under the leadership of the UN Resident Coordinator in Uganda and its work contributed to the 'Delivering as One' approach. Our team in Kampala has pioneered speech-to-text transcription of less known languages from radio, and expanded into governance and ethical issues around data, digital, and AI.

Global Pulse Finland was the latest addition to Global Pulse in 2021. It has since served to expand Global Pulse's scope into innovation scaling and to the use of strategic foresight to inform programming and policy processes. It has increasingly served as the knowledge and management hub of Global Pulse, including knowledge management, monitoring and evaluation, creative communications, and strategic partnerships.

Capability expansion

Having started with studying big data signals, we advanced to using machine learning technology to predict humanitarian scenarios. With unconventional data sources such as satellites and radio, we continue to co-create with colleagues across the UN family. Moving forward, cutting-edge data and artificial intelligence initiatives remain the center of our work.

However, the world is changing fast, often in alarming ways, and we believe we must be able not only to react to crises but to foresee them. This is why, along with partners, UN Global Pulse started pioneering new methods to support the transformation of the UN into a UN 2.0 through capabilities such as data, digital, innovation, foresight, and behavioral science.

Behavioural Design

Digital & digital governance

Big Data & AI

Innovation Scaling

Strategic Foresight

Lighthouse projects and past achievements

Global Pulse has always been working in a project-based manner to explore and develop new solutions. Visit our website (unglobalpulse.org) for an overview of past and ongoing projects. A small selection of recent achievements includes:

- Global Pulse's **Global Data Access Initiative** (GDAI) creates a platform for the private and public sectors to share data and analytics models to advance development and humanitarian action. Our advanced tools such as socio-economic mapping and damage assessment help speed up humanitarian response and deliver development support where it's needed the most.
- With multiple partners, we developed a **radio analysis technology** to extract actionable insights from speech in radio broadcasts. It was applied to various contexts, including population sentiments, gender perceptions and vaccine hesitancy. OICT took over ownership for the tool.
- The **haze-tracking platform Haze Gazer**, covering Indonesia, Singapore, Malaysia, was installed in the situation room of the Office of the President of Indonesia and informed the development of a cyclone-monitoring system (CycloMon) and a Disaster Monitoring Platform (DisasterMon)
- Jakarta's collaboration with the WFP on the Vulnerability Assessment Monitoring Platform for the Impact of Regional Events (**VAMPIRE**) was adapted by the Ministry of Disaster Management Sri Lanka to monitor disasters. It has been further transformed by WFP as [the PRISM platform](#).
- The **Crisis Insights Team** (CIT) supported UN inter-agency work on advanced analytics and AI for COVID-19 crisis response. The work included analytics development for the health emergency, managing infodemics, and using foresight methods to support recovery and resilience.
- We investigated **systemic barriers to growth for women-led businesses** in Indonesia using human-centered design. Recommendations included diversify financing options, foster gender-smart support networks, and create policies that tackle systemic barriers to empower women.
- We applied **Strategic Foresight** methodology with Bappenas in Indonesia to improve the **resiliency of MSMEs**. With horizon scans, we identified five drivers that could shape the futures landscape of MSMEs and proposed more anticipatory and future-proof policy making processes.
- We collaborated with UNOSAT, WHO, and CDC to use satellite imagery and machine learning to map refugee settlements, estimate their populations and assess requirements for public health campaigns. **PulseSatellite** is currently being used by WHO to detect shelters in Syria and is newly adopted for damage assessments as part of the GDAI initiative.
- We launched a training program, **Foresight for Systems Change**, for UN colleagues worldwide to use futures and strategic foresight methods. It program reached ~ 300 colleagues in the first year, providing foundational skills, methods and tools to frame their own foresight experiments.
- Global Pulse established and chaired the **UN Privacy Policy Group** (UN PPG) to facilitate dialogue & knowledge sharing on data privacy and protection, unite efforts on data privacy, and build capacity for achieving the SDGs. It developed Principles on Personal Data Protection and Privacy, which set out a framework for privacy protective processing of data at the UN.
- …and many more 🙇‍♀️