



UN
GLOBAL
PULSE

2023

Inspiring Hope through Innovation

Annual Report

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INTRODUCTION

As the United Nations transforms its skills and culture to meet the challenges of the 21st century, **UN Global Pulse** is becoming a centre of excellence, supporting change that can take the world in a positive direction.

Global Pulse is the Secretary-General's Innovation Lab, a worldwide network to advance responsible innovation. We are supporting a shift towards a **UN 2.0**, with more modern expertise to better support people and the planet.

The UN has vowed to “leave no one behind” as it works with countries across the globe towards **17 Sustainable Development Goals** to end poverty, protect the environment and ensure all people enjoy peace and prosperity. To make sure the UN can be a strong partner on this journey, the Secretary-General envisages a 21st-century UN system, rejuvenated with a forward-looking culture and cutting-edge skills. And this is where Global Pulse comes in to give its support.

2023 was challenging internationally, with new conflicts and growing evidence of climate change. But for Global Pulse, it was also a year of progress, as we entered a new phase, unlocking more innovation, digital, data and foresight know-how for the UN family.

Empowered by the Secretary-General's UN 2.0 agenda – and with a new leadership team, financing platform and greater reach – Global Pulse now stands at the forefront of the UN's transformation drive. In 2023, we were able to achieve remarkable results.

We spearheaded one of the UN's largest multi-partner AI initiatives, which rolled out successful pilots for natural disaster response teams in the Philippines. And with G20 support, our Jakarta office became a hub for the Asia Pacific region, with a stronger focus on scaling new solutions across 35 countries.

We transformed early investment in foresight into a programme that will support UN Country Teams across the globe. We grew our innovation scaling with new research, blueprints and a community of practice that engages hundreds of colleagues from different UN agencies. And years of work on privacy paid off, contributing to the UN Secretariat's first data privacy policy and a new office that will implement it.

These were just some areas where Global Pulse co-created with partners to scale impact across the UN family – ultimately for the benefit of ordinary people around the world.

Inherent to innovation is collaboration, and we aim to be the UN family's go-to platform for it. Applying both digital and non-digital approaches, we support our partners in their experimentation. We are not only looking for technical solutions but to make room for new ways of thinking. We work with open minds, though ethical principles remain firm.

Our teams work across four continents, with bases in Jakarta, Kampala, Helsinki and New York. We have specialists in data science and AI; strategic foresight; digital transformation; behavioural design; innovation scaling and more. Behind the scenes, others do valuable work in partnerships; knowledge management; monitoring, evaluation and learning; operations; and creative communications and design.

In 2023, we started to arrange our work into regional teams and repositioned our Helsinki office as a global hub for new capabilities to make us an even stronger catalyst for change in support of the UN. And we stepped up our monitoring, evaluating and learning, putting the emphasis less on individual projects and more on innovations that will transform the whole UN system.

ASIA PACIFIC HUB

UGANDA OFFICE

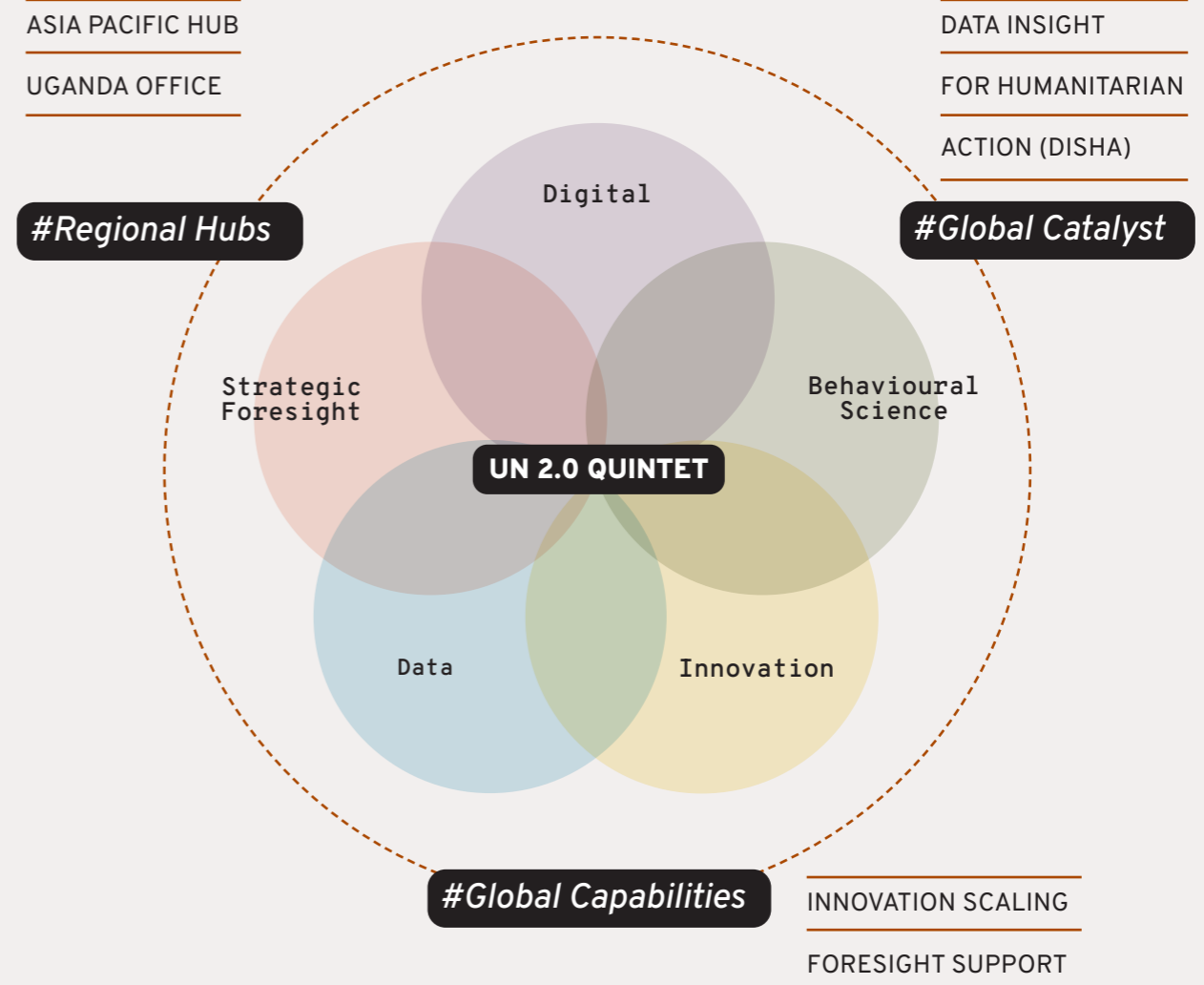
DATA INSIGHT

FOR HUMANITARIAN

ACTION (DISHA)

#Regional Hubs

#Global Catalyst



UN 2.0

A Vision for a 21st Century UN Family

If our Sustainable Development Goals (SDGs) tell us what we want to achieve, UN 2.0 is about how UN organizations can be more effective. An important milestone in 2023 was the launch of the [Secretary-General's UN 2.0 Policy Brief](#), which now gives the whole UN system a roadmap for internal transformation to help reach planetary goals faster.

In a world of ever more complex challenges, and incredible scientific breakthroughs, it is clear that UN organizations must evolve to stay relevant. We cannot continue as before; we need to leave outdated and bureaucratic methods behind. Only with new skills and culture can we be effective partners for people, communities and states in the 21st century.

Central to the vision of a UN 2.0 is the “Quintet of Change”, five modern skill sets – data, strategic foresight, digital, behavioural science and innovation. They are mutually reinforcing, and stronger know-how in these areas will unlock exponential value, enabling UN organizations to deliver better results for the people they serve.

Working with dozens of teams across the UN, Global Pulse helped shape the Secretary-General's policy brief. Integral to the strategy team,

we built the accompanying [UN 2.0 portfolio website](#), highlighting over 500 cases of innovation in practice around the UN system. And we helped with outreach beyond the usual channels, with a [social media campaign](#) that gained over 10,000 followers in less than three months.

The brief explains in simple terms how stronger UN system expertise can give a massive boost to our efforts to put the world on a better, greener and safer path, as envisaged in [Our Common Agenda](#).

Underlying the skills transformation lies a broader change in working culture. “Culture is the linchpin of success,” it says. “By fostering a forward-thinking culture, we create an environment where cutting-edge expertise can flourish and amplify our impact.”

UN 2.0 is all about transformation. “We will carefully recalibrate, retrain and realign expertise to better respond to the needs – and leverage the opportunities – of the 21st century,” the brief says. And it gives plenty of concrete examples of how new expertise can make difference.



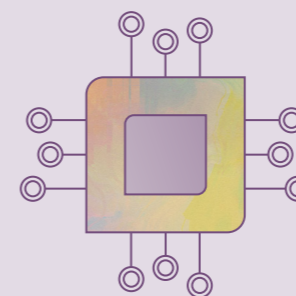
Data

can change lives and livelihoods by combining satellite imagery with data on weather and soil conditions to help farmers in the Global South increase crop yields.



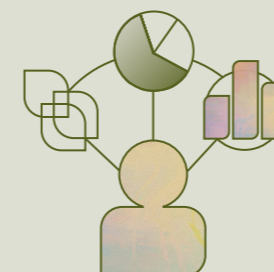
Strategic Foresight

can chart paths to climate resilience by modelling different climate scenarios and identifying areas prone to extreme weather events.



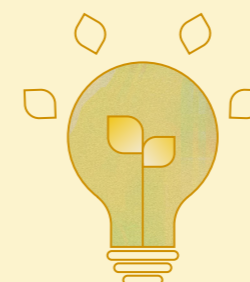
Digital Capacity

can transform education by bringing connectivity to more than 244 million youngsters – primarily girls – who are out of school worldwide.



Behavioural Science

can raise social protection uptake by helping Member States simplify procedures and improve outreach to those in need.



Innovation

can transform healthcare for millions in remote areas with advances such as medical delivery drones and virtual consultations.



Photos: UN Global Pulse/Asia-Pacific

ASIA PACIFIC

The First of our New Regional Hubs

The year 2023 saw UN Global Pulse arranging its work in a new way – around hubs that unite colleagues from across our network. The team in Indonesia was the first to launch a regional hub, expanding its scope to numerous countries in the Asia Pacific region. Next, we will explore opportunities to turn Uganda into a regional hub.

In addition to the regional groupings, we also had hubs to build the UN's global capabilities and make it a catalyst for change. Throughout this report, you will see the work of these hubs, marked with the corresponding hashtag.

Pulse Lab Jakarta's evolution to become Global Pulse Asia Pacific came after more than a decade of experimenting and building partnerships, with teams focusing on Data Innovation and Policy, Social Systems and Partnerships and Advocacy. On many occasions, we had support from the network; UN Global Pulse Finland was especially pivotal in making this transition a success.

Formed in 2012 as a joint initiative between UN Global Pulse and the Indonesian Ministry of National Development Planning (Bappenas), Pulse Lab Jakarta set a sound record of achievement, running more than **100 projects and forging more than 50 partnerships**.

It was among the first innovation labs of its kind in Asia. Over the years, we helped Indonesia deal with the seasonal fires and **heavy haze** caused by slash-and-burn agriculture that threaten health all over Southeast Asia.

And we worked with the World Food Programme (WFP) on an **early warning system** for droughts that can lead to food insecurity.

We also offered advanced data analytics to help Indonesia's national railway company, PT Kereta Api Indonesia (KAI), provide a more inclusive service to women, older people and people with disabilities.

Not only did we evolve from working with big data but we also branched out from our base in Indonesia to take on projects in Thailand, Samoa, Sri Lanka and Vanuatu. So our new regional focus formalises an evolution that was already underway.

Feedback shows partners like working with us because we bring new ways of working and thinking. We help our partners' employees think in a more all-round way about their sectors and programmes, so they can improve their services. Our counterparts say they end up understanding their own operations better, and they start looking at tangible ways of measuring their results.

Capacity-building is one of our strengths but we've moved beyond traditional training and seminars to co-creation with partners. "Learning by doing", we are true to our origins as a lab and continue to experiment. We want to make sure whatever we do is easy to adopt, sustainable, scalable and transferable.

UN GLOBAL PULSE

Projects

21

projects

31

countries
reached

58

project
partners

Events

60

events

Innovation Scaling Group

73

countries
represented

350

members

46

entities
represented



MILESTONES OF 2023

Data



Collecting data from more diverse sources
and improving how we govern, handle and
use it for better insights and action.

DISHA LAUNCHES AI PILOT IN THE PHILIPPINES

#Global Catalyst

In 2023, our multi-partner Global Data Access Initiative (GDAI), aimed at harnessing big data for public good, was rebranded DISHA (Data Insights for Social and Humanitarian Action) to better reflect what we want to achieve with data on the ground. And for the first time, a DISHA innovation was applied in the real world when we created a mapping tool to help aid agencies in the Philippines see where people might need aid after disasters.

AI and big data hold immense potential for advancing development and humanitarian efforts if we can find ways to access relevant, high-quality data promptly and use it effectively and sustainably. DISHA aims to widen responsible access to data and AI solutions in order to have a bigger social impact and be a global catalyst for change.

With a reinforced team, DISHA took a new strategic direction in 2023, becoming not only an initiative to solve specific problems but more broadly a platform to empower others. In Geneva in July, we participated in the AI for Good Summit, organised by the International Telecommunication Union (ITU) in partnership with 40 UN sister agencies.

In ongoing work, DISHA and its partners have been working on two use cases to enable scalable ways of facilitating data access, generating insights and making a difference for end users:

- **Damage assessment:** Uses AI models to assess damaged buildings after a disaster or conflict;
- **Socio-Economic Mapping:** Uses mobile phone data to estimate poverty levels, which helps humanitarian organizations see and prioritise where people might need aid.

Adhering to our core mission to ensure responsible access to data and AI, we also worked throughout 2023 on the development of standardised data and AI governance tools, including tools to map data flows and assess the data protection, privacy and human rights implications of our use cases.

Damage Assessment

After disasters, DISHA works to provide insights at scale to enable fast remote evaluation of damage to infrastructure, save on-site resources and support rebuilding.

This innovation has yet to be launched but when an earthquake hit Turkey and Syria in February 2023, we used satellite images from that disaster zone to evaluate the validity of our model.

In 2023, we established a partnership with the United Nations Satellite Centre (UNOSAT) to help shape and test the product. We have integrated the [SKAI model](#), developed by Google in partnership with the World Food Programme (WFP), and finalised a legal agreement to bring a team of Google Fellows into the project in 2024.

Photo: UN Global Pulse/ Pulse Satellite





Socio-Economic Mapping (SEM)

SEM uses anonymised mobile phone data to monitor population density and mobility, and estimate poverty by region. This helps humanitarian organizations predict where people might need food or cash assistance.

DISHA began testing SEM in summer 2023 with partners in the Philippines. In workshops, users from Oxfam, the Catholic Relief Service and the Red Cross learnt how to use the dashboard, albeit using dummy data. Actual typhoons and floods in the Philippines in September 2023 allowed us to validate the accuracy of our models.

SEM underwent six user acceptance checks, which led to various enhancements based on feedback. We expect SEM to enable a 60% improvement in resource allocation lead time, which is critical in disaster management.

We are preparing to launch a full pilot of SEM in the Philippines in the first quarter of 2024 and to release the tool publicly later in the year. We will work to bring the tool to more users as well as to new countries. We have secured a partnership with a mobile network operator in Indonesia and are about to begin adapting the SEM solution to the local context there.

How has this helped the UN at a systems level?

Conceptual/ Knowledge

We shared skills with partners and helped them use tools to apply AI models. Partners were able to make use of data through user-friendly insight layers that transform complex data into easily understood information. This will directly inform their decision-making and make for faster and more accurate humanitarian delivery.

Behavioural

We fostered relations with public and private partners from different backgrounds. If before, we might have seen them as implementing partners, now we have started strategizing together.

Structural

We engaged with other UN agencies and added a new partner, UNOSAT. We grew as a platform to allow colleagues to come together on issues related to data for the public good.





Photo: UNICEF/ Thailand

POST PANDEMIC, WE WORK FOR THE WORLD'S RECOVERY

#Regional Hub

The worst of the COVID-19 pandemic may be over but across the globe, it has left many problems in its wake. In 2023, Global Pulse Asia Pacific provided essential technical and communications support to partners who are working for the world's recovery.

The Global South AI4COVID (Artificial Intelligence for COVID) programme supports multi-disciplinary, evidence-based AI and data science research for the ongoing response to and recovery from COVID-19 in low and middle-income countries. It is funded by Canada's International Development Research Centre (IDRC) and the Swedish International Development Cooperation Agency.

The IDRC awarded grants to nine bodies, operating individually or as part of consortia, to conduct research in 18 countries of the Global South. Their focus is on using AI and data innovation for early COVID-19 detection, containment, mitigation and forecasting.

Grantees are doing research to inform policies supporting AI and data science responses to epidemics; enhance health systems; and develop evidence-based, culturally-appropriate and gender-sensitive solutions, tailored to local needs.



Photo: WHO/ Karen González Abril

Our support was twofold:

- **On the technical side**, we facilitated efficient analysis of research through an AI tool with Natural Language Processing (NLP) features. NLP bridges human and computer language. The tool processes research papers, summarises key aspects and identifies focus areas. This enabled the IDRC to prioritise promising areas.
- **On the communications front**, UN Global Pulse Asia Pacific gave IDRC grantees technical guidance to increase their outreach and communicate their findings to the public. We created a website for the Global South AI4COVID programme and developed a tool to make research data visual. Published online and on social media, the findings informed the COVID-19 response and recovery strategies in 18 countries, potentially benefiting millions of people.

The project wound up in March 2023 and now we are turning our attention to scaling and uptake. We are aiming for a seamless transfer of the tools and website to the IDRC. The work we did for AI4COVID could be replicated in other places and contexts.



Photo: Unsplash/ Martin Sanchez

How has this helped the UN at a systems level?

Conceptual/ Knowledge

Partners learnt how AI tools can pick out key elements in multiple research papers, aiding the academic contribution to decision-making. Grantees strengthened their communications and ability to promote their work to stakeholders.

Structural and Behavioural

Further work is needed to ensure solutions are transferred to partners and that they use them systematically.

UGANDA MAKES STRIDES TOWARDS A NATIONAL DATA STRATEGY

#Regional Hub

UN Global Pulse in Kampala has made considerable progress in helping Uganda harness the power of data for its national development. Since 2022, our teams have been working with the Ministry of Information, Communications Technology and National Guidance (Ministry of ICT&NG) on a National Data Strategy. In 2023, we reached the stage where we could begin addressing the public about this to raise awareness and reassure Ugandans that increased and seamless use of data would be for their benefit.

A joint review done in 2022 revealed that Uganda's data ecosystem suffered from a limited culture of data sharing, data fragmentation and data silos. Common data standards were lacking and there was little public trust in data, and low data use.

But the ministry, together with Global Pulse and other stakeholders, had a different vision – of a coordinated and dynamic data-driven economy, fostering responsible and innovative data use for transformative development. Our mission is to maximise the value of data through governance, skill development, awareness initiatives and trust-building.

The National Data Strategy (NDS) will encompass all data generated in Uganda, regardless of its size, source or format. And it will address every stage of the data life cycle, from creation, collection, storage, use, protection, access and sharing to final deletion.

Photo: UN Global Pulse/ Uganda



During the initial phase of our project, we marked a number of milestones:

Establishing the foundation for the NDS

This involved crafting a collective vision, mission, set of guiding principles and value propositions. We did this in a series of engagements with stakeholders from May to September 2023. These included a co-creation workshop and one-on-one meetings with the Ministry of ICT&NG, the UN Development Programme (UNDP) and 28 stakeholders, notably government entities such as the National Planning Authority, the Uganda Bureau of Statistics and the Office of the Prime Minister.

We wanted to incorporate as many perspectives as possible, so we also held meetings with representatives from the public and private sectors, the media, academia, think tanks and civil society. Our discussions were robust, and valuable insights emerged, shedding light on the cross-sector challenges the strategy needs to address.

Completing the first draft of the NDS

With our vision and principles clear, we began getting into the details of the strategy. In November 2023, we mapped out the situation with data in Uganda in a Situation Analysis. Stakeholders are due to validate this, after which the first draft of the NDS should be ready for review in early 2024.

In addition, Global Pulse has started to work with stakeholders on two initiatives: the application of the NDS to the governance of two major Ugandan cities and the start of engagements for a data exchange platform for the tourism sector.

Our aim is for the NDS to be included in Uganda's next national five-year development plan for 2025/6-2029/30

Developing a communications strategy for the NDS

This meant collaborating with the Ministry of ICT&NG and the Government Citizen Interaction Center (GCIC), making use of their extensive social media reach. We held a communications strategy workshop to consider the messages we wanted to send and the audiences we hoped to target. While the communications strategy is being drafted, we have documented five case stories, showing how data and digital advances can improve the delivery of government services to Ugandans.

One recounted how the process of renewing driving permits has been streamlined, while another showed how easy it now is for Ugandans to pay their water bills. Our message reached the general public when these two stories were published by one of Uganda's largest newspapers, The Monitor.

How has this helped the UN at a systems level?

Conceptual/ Knowledge

Partners see more clearly the challenges Uganda faces in harnessing data for national development. A common understanding has emerged regarding the core principles that govern the responsible and inclusive creation and use of data. We are starting to recognise ways the NDS can improve the Ugandan data ecosystem and foster economic growth.

Structural and Behavioural

The NDS is still being developed but the initiatives on cities' governance and a data platform for tourism show how government partners are looking for ways to implement the strategy, in alignment with the agreed principles.

BETTER GOVERNANCE FOR UGANDA'S CITIES

Like many urban areas across the world, Ugandan cities are colourful and bustling but plagued by challenges of waste management and pollution and revenue generation and collection. The [DataCities](#) project complements the National Data Strategy, aiming to translate some of its elements into practical action at city level.

The project got off the ground after a visit from a representative of Hewlett Foundation, Global Pulse Uganda's primary donor, who asked how we and two other grantees, ToroDev and Sunbird AI, could contribute our expertise to help Ugandan cities develop practical and resilient data systems. The initial work focuses on the cities of Fort Portal in western Uganda and Jinja, at the source of the White Nile river.

ToroDev, a Ugandan company, has already conducted an insightful study on data governance in 10 of 15 recently created Ugandan cities, while Sunbird AI is exploring the development of practical AI systems, including applications in air and sound pollution monitoring, electrification and language translation.

As part of the project, municipal leaders and members of parliament from both cities visited South Africa to see how Johannesburg and Durban are using data for land and waste management as well as revenue collection, bearing in mind that tourism can have revenue potential.

A BOOST FOR TOURISM

With its precious nature reserves and magnificent wildlife, Uganda has huge potential as a tourist destination. But a major brake on tourism's eco-friendly development is the absence of responsible data sharing, needed to inform the sector's strategies and decisions.

Together with the Ministry of ICT&NG and the Ministry of Tourism, Wildlife and Antiquities, UN Global Pulse in Kampala is developing a Data Exchange Platform that will give access to accurate and up-to-date tourism statistics. The platform will be the first use case of the National Data Strategy.

The platform encourages players in the tourism business to share and reuse data. This could help not only with such things as the marketing of safari holidays but also with the conservation of Uganda's regal animals.

Trust issues have prevented collaboration in the past, with concerns raised about privacy, government oversight and potential misuse of data. But the platform, for which registration is required, aims to give both data producers and users a secure and accessible space for aggregated data exploration.

We have had meetings with tourism stakeholders to reassure them, and explored with data producers the contributions they could make. Datasets from the Directorate of Citizenship and Immigration Control might provide useful indicators about international tourists, while mobile phone data from network operators could shed light on trends in domestic tourism.

STRATEGIC FORESIGHT FOR DATA STRATEGY

Quintet Methods Overlap

#Capabilities

In a pivotal development, we have introduced strategic foresight and futures methods in our work on the National Data Strategy. Our collaboration primarily involved the core NDS partner group, consisting of the Ministry of ICT&NG and UNDP, plus the UN Resident Coordinator's Office (RCO) for Uganda.

The UN Global Pulse team from Finland brought in innovative games that underscored the significance and value of a proper data strategy for Uganda. Participants explored two scenarios: one where Uganda develops and implements an NDS, leading to future benefits, and another where neglecting a national strategy results in dependency on other countries and potential control by major tech corporations.

We applied foresight methods in five sessions with stakeholders. At the first, in Jinja in October 2023, we used vision building to see how a preferred **data ecosystem for Uganda** might look. And we played the Scenario Exploration game with staff from the Ministry of ICT&NG, including the Permanent Secretary.

Extending these exercises beyond our regular partners, we shared our experiences in a panel discussion at the Dubai Future Forum in November 2023. The Permanent Secretary of the Ministry of ICT&NG was among senior international officials on the panel, with our foresight lead moderating.



Photos: UN Global Pulse/ Uganda



How has this helped the UN at a systems level?

Conceptual/ Knowledge

Our NDS partners have grasped how foresight and futures methods work and how they can be used in policy design. Taking part in the Dubai forum widened our connections and generated interest among UN partners and governments.

Structural

Beyond the scope of the NDS, game-based foresight may prove its worth in other government programmes. The RCO and its senior economist are keen to incorporate these approaches in their planning work. And Global Pulse Uganda is exploring opportunities for cross-regional exchanges with a foresight community of practice in Africa, specifically in Nigeria and Kenya.

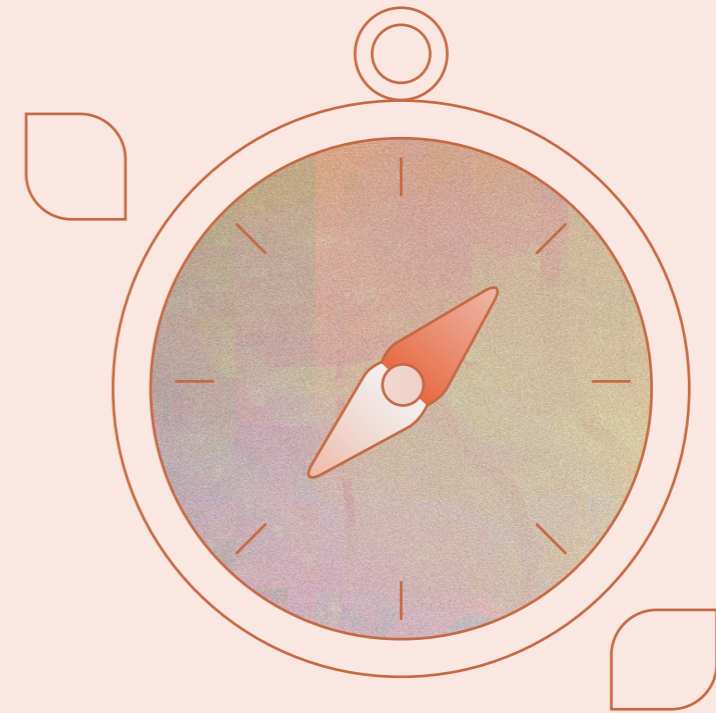
Behavioural

NDS partners recognised foresight's potential to give stakeholders a sense of agency and underscored the importance of critical, forward-thinking in public policy processes.



MILESTONES OF 2023

Strategic Foresight



Using structured methods to navigate change,
imagine better futures and make the right
decisions today.

HARVESTING THE FRUITS OF TWO YEARS OF FORESIGHT

#Capabilities

Expect the unexpected. Human beings can plan ahead but there is always an element of uncertainty as to how things will turn out. Strategic foresight maximises the extent to which we can anticipate plausible future developments, an essential discipline for the UN as it tries to navigate in a chaotic world.

Over two years, from 2020 to 2022 – years in which COVID-19 gave a vivid example of how humanity can be hit by the unexpected – our team worked on a pilot project to introduce foresight to the UN system. We conducted over 15 experiments and trained over 300 colleagues from 78 countries to use foresight in their planning work.

From Madagascar to Colombia, we ran foresight experiments, testing and developing our methods and tools. We played games to make foresight understandable, allowing participants with no previous experience to explore unlikely, possible and likely scenarios in their countries. What might be the implications of climate change for their particular regions? What would happen if they failed to adopt and govern data and AI?

Our initial work culminated in April 2023 when we launched a [website](#) with experiments, stories, training resources, toolkits and more. Now, building on what we learnt, we are moving

forward with a new global foresight project in five regions of the world, supporting UN transformation.

In 2023, we reflected on our two years of work and considered the results. We saw that we had:

Established a new approach to learning:

In contrast to conventional training approaches, our Systems for Change training uses action learning that gives participants a clear entry point for integrating foresight into their work.

Behavioural change only happens when the rationale is understood, so we explored with colleagues the value of foresight in their jobs. Our new approach led to the development of a foresight training programme for staff from UN Resident Coordinator, Development Coordination Offices (RCO/DCO) and UN Country Teams, contributing to UN transformation.

How has this helped the UN at a systems level?

Conceptual/ Knowledge

We have helped to convince colleagues of the added value foresight can bring to their work. We have crafted and made available user-friendly foresight products, catering to users in the UN family and beyond. And we have shared lessons that illustrate the practical applications of foresight.

Structural and Behavioural:

We got positive feedback from a survey we held after the training, with 75 per cent continuing to use foresight in daily work. Upcoming RCO/DCO projects represent an opportunity for us to institutionalise the use of foresight by UN Country Teams.

Created new tools and narratives for their use:

Our templates, tools and games – [FutureCast](#) and [Scenario Exploration System](#) – consider specific needs. FutureCast won an IF Award from the Association of Professional Futurists for the most significant futures work. The games were played to good effect, for instance in Kampala, where UN Global Pulse is helping the Ugandan government to draft a National Data Strategy for the country's development.



Image: Association Of Professional Futurists – IF Awards

CHAMPIONS OF SYSTEMS CHANGE

Our Foresight for Systems Change training is carried out with the School of International Futures (SOIF). The training aims to bring about conceptual, structural and behavioural change, making the UN more forward-looking and agile. We want to see a ripple effect that goes beyond individual participants, so we are empowering systems champions with skills, tools and connections.

Champions not only share what they have learnt but form a critical mass who approach challenges in new ways and drive change. This collective shift in thinking and action filters new knowledge and habits back into the UN system.

One pioneering organization is the United Nations Environment Programme (UNEP), which approached us with a request for technical support. Consulting the scientific community and other stakeholders, UNEP carried out a global horizon scanning exercise to understand signals of change that could affect planetary health and human well-being. To give local context to these signs, UNEP held regional workshops and we provided the technical backup in the Africa region.

While UNEP has generated substantial data through this exercise, untapped opportunities lie in making this wealth of information accessible and usable at country level. We are working to put these insights to use with the Resident Coordinator in Mozambique, a country that has been seeing severe flooding as the global climate changes.

This is one example of how UN Global Pulse can support RCOs – by enhancing access to foresight data, contextualising it and helping colleagues integrate it into their planning cycles. Ultimately, the goal is to enhance the effectiveness of information transfer, data sensemaking and use in the UN system, fostering a more forward-looking and evidence-based approach to decision-making at both regional and country levels.



Photo: Unsplash/ Javier Allegue Barros

Photo: Unsplash/ Karsten Würth

MILESTONES: STRATEGIC FORESIGHT

How has this helped the UN at a systems level?

Conceptual/ Knowledge

We are helping colleagues in particular countries to attain foresight literacy and are raising their demand for foresight methods in long-term planning.

Structural and Behavioural:

In the work of the RCOs, the use of foresight methods will become systematic. Change takes time, but UN colleagues are starting to see the future not as something that happens to us, but as something we can influence.

SUPPORT FOR RESIDENT COORDINATOR AND DEVELOPMENT COORDINATION OFFICES

As we wrapped up two years of foresight work, we saw the next stage of our work was to give particular support to UN Resident Coordinator and Development Coordination Offices around the world. The RCO is the Secretary-General’s representative at country level while the DCO has oversight over UN Country Teams.

Given that the UN has 130 Resident Coordinator Offices, serving 162 countries and territories, and Development Coordinators are crucial to their work, these offices play a pivotal role in the transformation of the whole UN system.

The project, which will launch in 2024, aims to integrate foresight methods into the UN’s five-year programming cycles (known as the UN Development Cooperation Framework). Initially, we will work with 12 countries across five regions to help them integrate foresight into the design of the framework.

We will start with foundational training, after which we will consider the specific needs of RCOs and their partners in areas such as climate resilience and resource mobilisation. We will collaborate with pioneers and champions, who have already incorporated foresight in their work and are showing the way to others.

BRINGING FORESIGHT TO BEAR ON MADAGASCAR'S NEEDS

#Capabilities

The Resident Coordinator Office (RCO) supporting the Government of Madagascar came to us for help getting back on track to achieve the UN's Sustainable Development Goals (SDGs) by the target year of 2030. The 17 SDGs were designed to strengthen peace, build prosperity and protect the environment around the globe.

At the same time, the UN development system was working towards a new UN Sustainable Development Cooperation Framework for 2024–2028 and the RCO wanted support with that to help Madagascar make progress on its own priorities.

One of the steps in preparing the Cooperation Framework was for the UN to complete a Common Country Analysis (CCA), an impartial look at Madagascar's needs over the next few years. This important document is the foundation for UN contributions to the country, and directs how resources will be spent on sustainable development there.

The RCO and the government asked us to infuse foresight and systems thinking into the process to deepen understanding of Madagascar's challenges and prospects so they could make more informed decisions.

The UN Madagascar Country Team was already regarded as a pioneer within the UN system for introducing a new organizational culture based on sustainable development that it calls UN Madagascar 2.0.

At the end of 2022, a series of workshops had UN agencies and government ministries imagining various potential scenarios and working together to steer development towards a desired future. The resulting CCA, which came out in January 2023, aims to strengthen the resilience of people and institutions on an island regularly hit by cyclones, drought, floods and locust invasions.

In addition, we were asked to train Malagasy “regional youth champions” in foresight skills and use of tools to shape their own futures. Madagascar has a very young population, with nearly 63 percent being under the age of 25. **Youth ideas** on the future of work and entrepreneurship went on to be incorporated in the country's development planning.

How has this helped the UN at a systems level?

Conceptual/ Knowledge

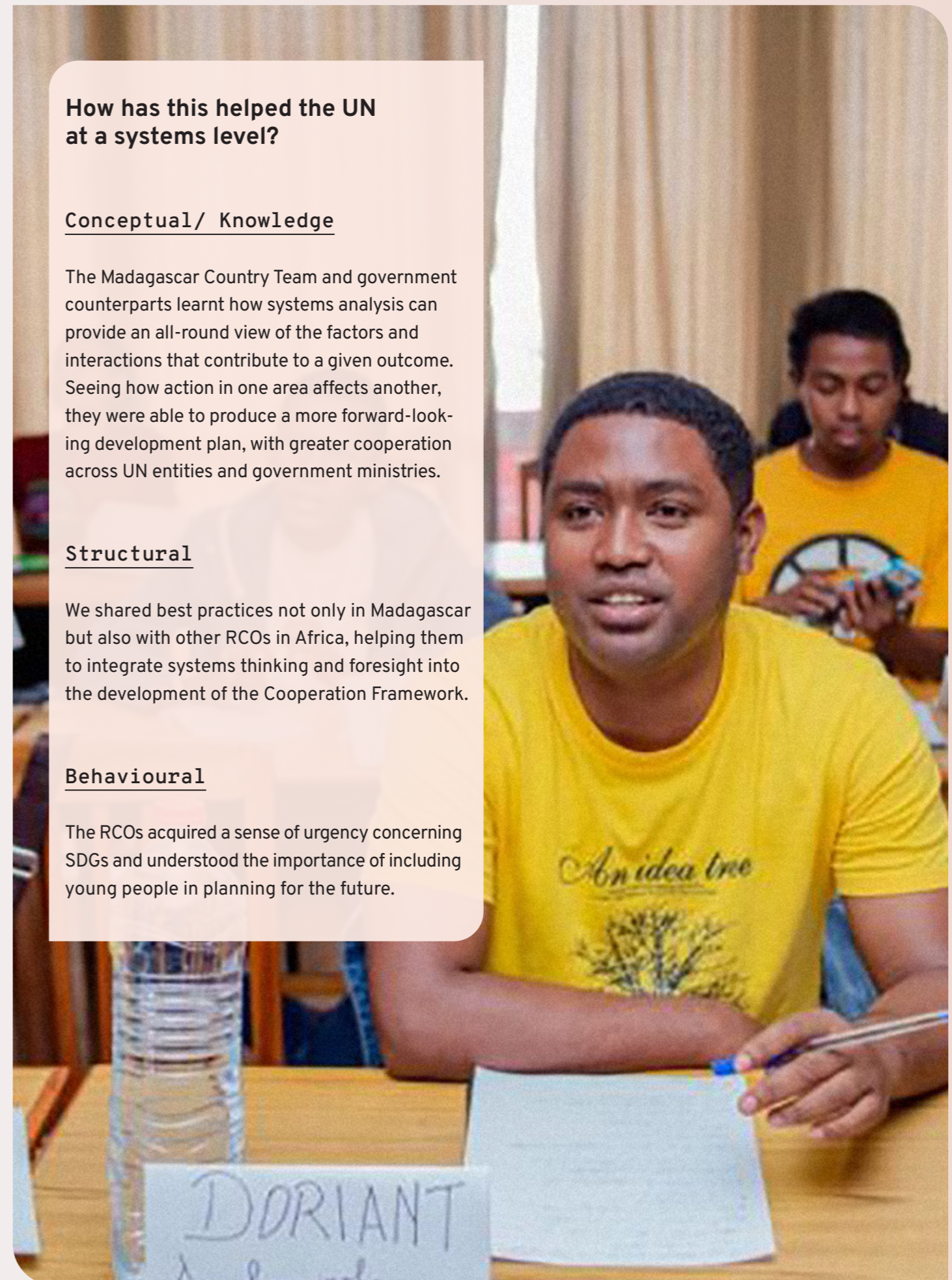
The Madagascar Country Team and government counterparts learnt how systems analysis can provide an all-round view of the factors and interactions that contribute to a given outcome. Seeing how action in one area affects another, they were able to produce a more forward-looking development plan, with greater cooperation across UN entities and government ministries.

Structural

We shared best practices not only in Madagascar but also with other RCOs in Africa, helping them to integrate systems thinking and foresight into the development of the Cooperation Framework.

Behavioural

The RCOs acquired a sense of urgency concerning SDGs and understood the importance of including young people in planning for the future.



COLOMBIA STRESSES PARTICIPATION IN ITS NATIONAL PLANNING

#Capabilities

In 2022, UN Global Pulse, the UN Population Fund (UNFPA) and the Government of Colombia collaborated to give young people and under-represented Afro-Colombian and indigenous communities in the Amazon the opportunity to design the future they wanted. These dialogues were so successful that participatory foresight became part of the four-year National Development Plan and a standard process in government planning, which amounted to a policy change.

In 2023, we took stock of the results of this work and went further.

In Cartagena and Bogotá, we contributed to the [annual Interruptor event](#) that promotes innovation and citizens’ involvement in Colombia’s national and regional public services.



There we presented the fruits of a year’s work: a toolkit called [Tejiendo Futuros](#) (Weaving Futures) – available in Spanish and English – that can be used by civil society, academics and others to involve citizens in consultations with local and national government and enable diverse groups to co-create a common future.

Our results have encouraged UNFPA and Colombia’s National Planning Department (DNP) to consider expanding the project, engaging young people in other parts of the country and increasing the involvement of citizens in designing public policy.



Photos: UN Global Pulse

How has this helped the UN at a systems level?

Conceptual/ Knowledge

Global Pulse gained a more nuanced understanding of how best to guide colleagues practising inclusive foresight. UNFPA and the Government of Colombia now better understand the principles of co-creation and UNFPA’s partners have learnt to use our toolkits.

Structural

After seeing the success of our joint approach, UNFPA has taken steps to set up its own internal foresight team. The government has made changes as well. Colombia’s National Development Plan now formally encourages public servants and collaborators to use foresight and future studies in planning.

Behavioural

We see early indications that participatory foresight is becoming standard practice for UNFPA and DNP innovation teams, youth leaders and certain communities.



FAIRNESS FOR ALL GENERATIONS

Collaboration with UNESCO

#Capabilities

Intergenerational equity – seeing humanity as a partnership among all generations and ensuring the rights of those not yet born – is a strategic priority for the UN, articulated in Our Common Agenda policy brief [To Think and Act for Future Generations](#). But do UN personnel understand the concept sufficiently to translate it into action?

Our strategic foresight team partnered with the United Nations Educational, Scientific and Cultural Organization (UNESCO) to raise awareness of intergenerational equity and develop tools to integrate it into the UN system. UNESCO, which is leading futures literacy efforts within the UN, led the process, with Global Pulse providing funding, design support and our team’s expertise.

A report was written and a [toolkit](#) developed to help policymakers and UN staff reflect on what equity for the generations really means and how to put it into practice. One of the tools cultivates the ability to empathise across time – to appreciate the perspectives, needs and priorities of our ancestors, those living now and people yet to be born.

The report and toolkit were presented in April 2023 at a webinar with the School of International Futures (SOIF), where the intergenerational equity work of UNESCO, UNICEF, UNEP and other pioneers was on show.

How has this helped the UN at a systems level?

Conceptual/ Knowledge

We helped UNESCO to crystallise the concept of intergenerational equity and identify the competencies that drive it. The toolkit we developed jointly builds on existing knowledge and is now a resource for the whole UN system.

Structural

We contributed to the “duties to the future” pillar of the High-Level Committee on Programmes (HLCP) foresight network, an interagency grouping of over 30 UN entities. Now we are working more formally with key UN partners like UNICEF, the United Nations University and the UN Environment Programme to make the principles of intergenerational equity mainstream.

Futures and foresight should enhance diversity and inclusion. Bringing in the voices of marginalised communities and the ancient wisdom of indigenous peoples can play a critical role in securing a healthy, sustainable and peaceful planet for future generations.

Because people often learn better when they are having fun, we turned this bit of education on inclusive futures and foresight into a card game that can help uncover hidden assumptions and biases.

The [Futures Cards](#) have a “what if?” prompt on one side and a “how would you?” question on the back.

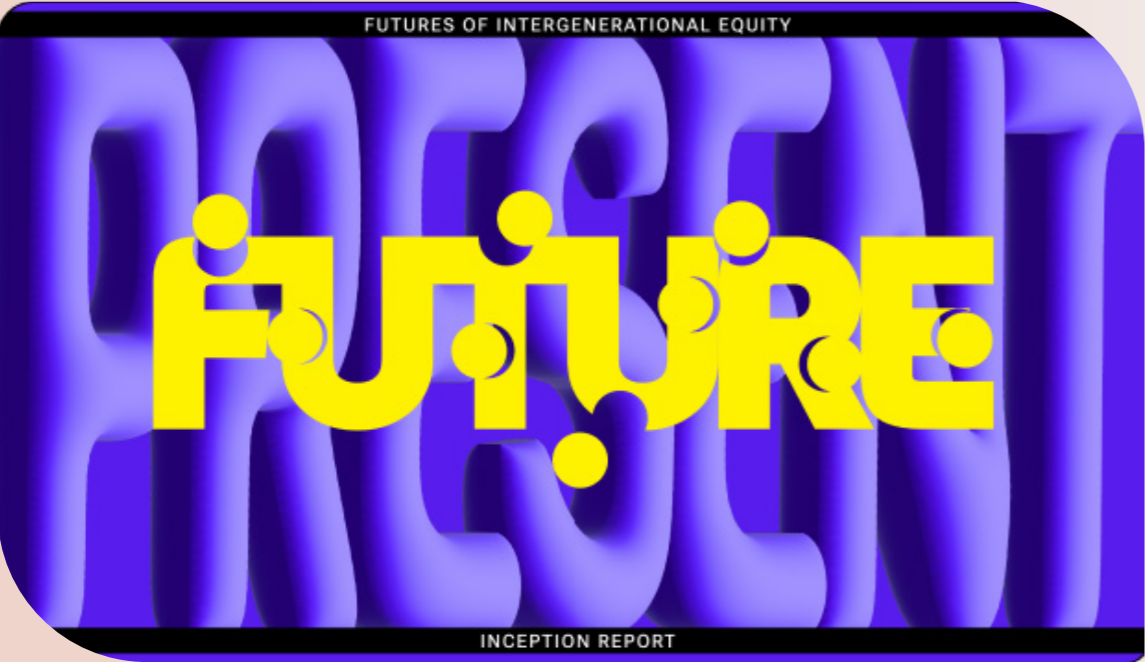
“What if you involved cultural practitioners to help you find metaphors and symbols to translate abstract foresight concepts into culturally appropriate visual representations?”

“How would you develop visual representations of abstract foresight concepts?”

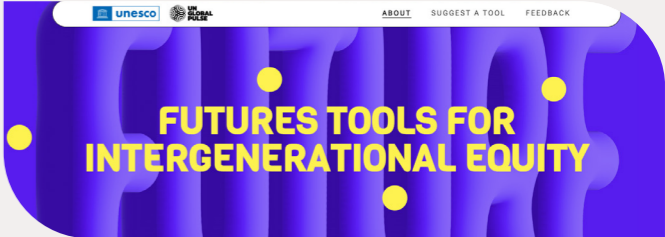
The colourful cards were developed with a diverse group of practitioners and in December 2023, we introduced them at the world’s largest gathering of futurists, the Dubai Future Forum. They have yet to be used but can help to spark brainstorming and learning from one another.



Photos: UN Global Pulse



Images: UNESCO, UN Global Pulse/ Futures for Intergenerational Equity



THE MEANINGFUL INCLUSION OF YOUTH

A Cooperation with UNICEF

#Capabilities



Photo: UNICEF/ Elwyn-Jones

As climate change and uncertain political and economic weather beset the world, it is the younger generation who are likely to see the worst storms. In 2023, when UNICEF was preparing its annual Global Outlook, a report on the future of children's rights and well-being, our foresight team helped them to involve those who will be most affected by coming changes – the young people themselves.

UNICEF's report was called *Prospects for Children in the Polycrisis: A 2023 Global Outlook*. And our joint work with them, "Our Future Pledge: An Agenda for Future by Youth", led to the creation of a global campaign for youth foresight, with an accompanying toolkit for the meaningful engagement of young people.

UNICEF started a Foresight Youth Fellowship program, with our financial and technical support. The aim was to create a community where best practices in youth-led foresight could be developed, exchanged and picked up.

The UNICEF program, now in its second year, taps the enthusiasm and fresh perspectives of futurists and foresight practitioners aged 15-25 from around the world. Two of the young Fellows – from Nigeria and Germany – speak here about their *experience*:

How has this helped the UN at a systems level?

Conceptual/ Knowledge

The cooperation with UNICEF led to an improved understanding of youth-driven participatory foresight and the creation of their fellowship programme.

Structural

The Youth Foresight Fellows program is now one of UNICEF's continuing initiatives. The young futurists wanted more than a token role; to lead, not just be consulted on emerging issues. They now drive the annual Global Outlook report. And their *Future Pledge* and *playbook* aid meaningful youth-driven analysis of future challenges and emerging issues.

Behavioural

UNICEF has used foresight to create a supportive environment for intergenerational dialogue. Working on this project, UNICEF Youth Fellows and UNICEF program officers learned from each other and the Youth Fellows fostered futures thinking in UNICEF's networks.

Photo: UN Global Pulse



HELPING INDONESIA UNDERSTAND ITS MICRO TO MEDIUM ENTERPRISES

#Regional Hub



Photos: UN Global Pulse/ Asia-Pacific

In the Asia Pacific region, we teamed up with the Government of Indonesia to get a better understanding of one of the most important sectors of its economy. Micro, small and medium-size enterprises (MSMEs) provide jobs for 97 percent of the workforce and account for 61 percent of gross domestic product (GDP).

Starting in 2021, we worked with the Ministry of National Development Planning (Bappenas) to help inform the condition of these enterprises and tailor appropriate policies to support them.

Our Jakarta team was backed by the Global Pulse foresight team from Finland and together with Bappenas, we began “horizon scanning” – looking at the forces that could shape the future of MSMEs, even if they were just tiny signals of impending change.

In 2022, we held workshops for hundreds of Bappenas officials to improve their scanning abilities. We were looking for nascent socio-economic, technological, legal and ecological developments that could turn into decisive trends affecting the growth of MSMEs.

The results of the horizon scanning exercise informed Indonesia’s National Long-Term Development Plan for 2025–2045.

Since then, we have had informal indications that the horizon scanning work has led Bappenas planners to broaden the factors they previously considered.

Foresight Capacity Building

As we completed the horizon scanning, Bappenas staff who had been involved asked us for advanced training to apply foresight tools and techniques to their work. Others in the ministry also requested basic training in foresight methods, which we took as a sign of successful adoption and continued government interest.

In July and August 2023, we held three workshops, and feedback showed participants found them useful. Indeed, they requested longer or more detailed training and wanted to include more people from both within and outside Bappenas.

How has this helped our partners at a systems level?

Conceptual/ Knowledge

Bappenas staff better understand foresight methods and tools, and the importance of planning scenarios to build future resilience. We need further evaluation to confirm they are applying foresight formally.

Structural

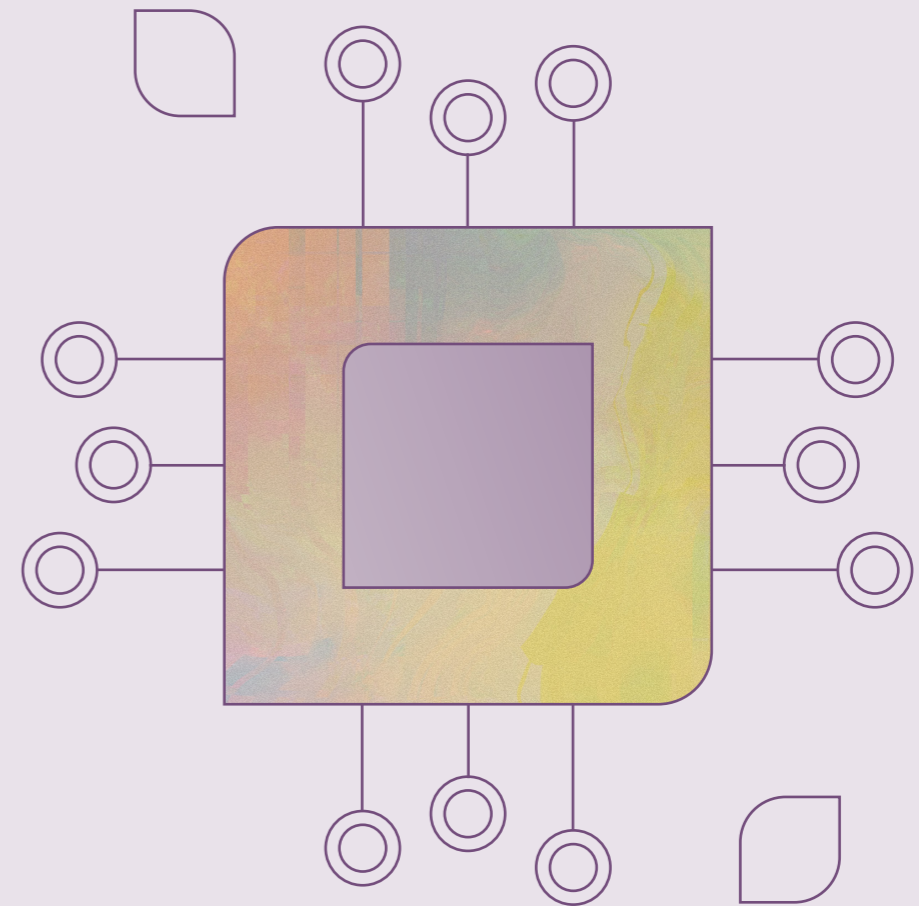
Realising the importance and relevance of the results of the horizon scanning on the Future of MSME in Indonesia, Bappenas included it as part of the input to the process of Indonesia’s National Long-term Development Planning for 2024–2045, specifically for economic development.

Behavioural

Bappenas, the Ministry of National Development Planning, is considering using foresight as one of the official tools for development planning. In addition, many other sectors and directorates within Bappenas are more interested in using future foresight for policy planning and analysis, as are other Indonesian ministries.

MILESTONES OF 2023

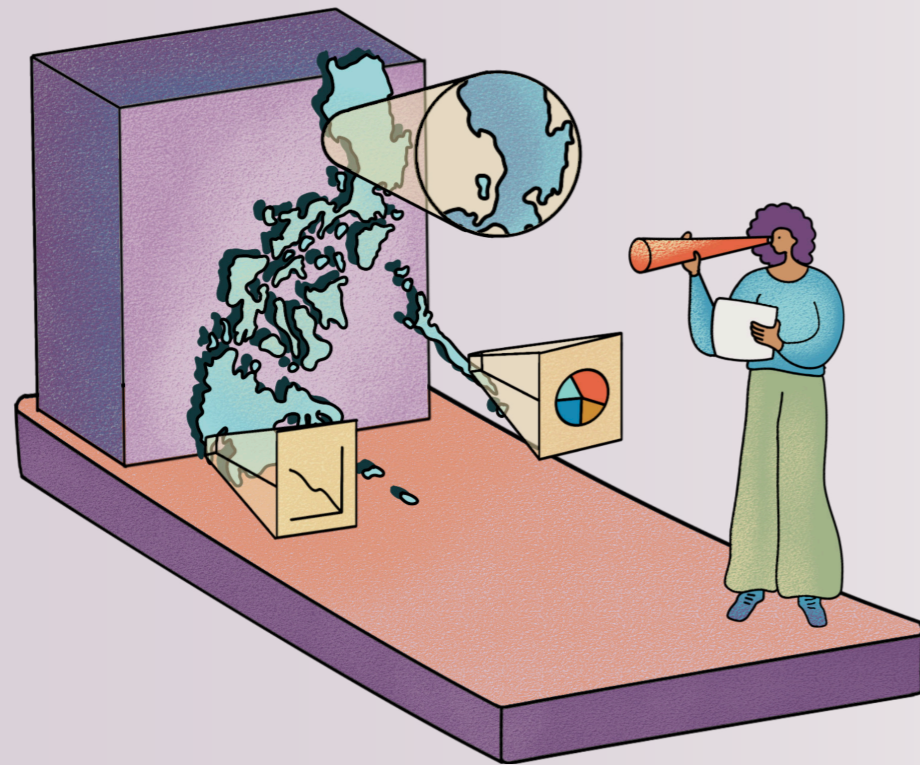
Digital



Shifting to digitally-enabled solutions that improve connectivity, service delivery, collaboration and decision-making.

A DASHBOARD FOR INDONESIA'S PLANNERS

#Regional Hub



Very often at Global Pulse, the work of our various teams overlaps. Our methods come in large part from the Quintet of Change, which can be applied in many situations and contexts.

Indonesia's Ministry of National Development Planning (Bappenas) was looking at ways in which it could support the country's vital micro, small and medium-size enterprises (MSMEs). When Bappenas asked us to develop a data analysis tool to provide evidence for its policies, our data, digital and behavioural science experts also got involved.

We analysed six traditional datasets from Statistics Indonesia, the national statistics bureau, and two non-traditional datasets from Facebook, now Meta. The result was a data analysis tool called MEDIAN, which we handed over to Bappenas at the end of 2022.

MEDIAN is a flexible dashboard system that shows the precise locations of MSMEs and offers insights into the factors that support or hinder their development. In 2023, the team in the directorate responsible for managing MEDIAN began to make more use of the platform in their decision-making.

How did this help our partner, Bappenas?

Conceptual/ Knowledge

We helped Bappenas better understand the available data, its interoperability and potential use, and the feasibility of modelling based on that data. The process of co-creation served as on-the-job training for some staff and gave them the technical skills to operate the dashboard.

Bappenas also got a clear picture of what is required to scale it up. A blueprint workshop held with the ministry before we transferred the project helped them establish a roadmap for sustaining the dashboard.

Structural

The government directorate we worked with now has a specific budget for data analytics and the

staff needed to maintain the platform. Importantly, the entire process fed into the government's medium to long-term national development planning.

Behavioural

Our partners are showing signs of changing their thinking on digital tool development and use. They are actively using the dashboard and considering adding more variables and use cases and making it available to regional players. More generally, we have seen that Bappenas and other partners are more inclined to use data analytics and mixed methods for policy analysis and development.

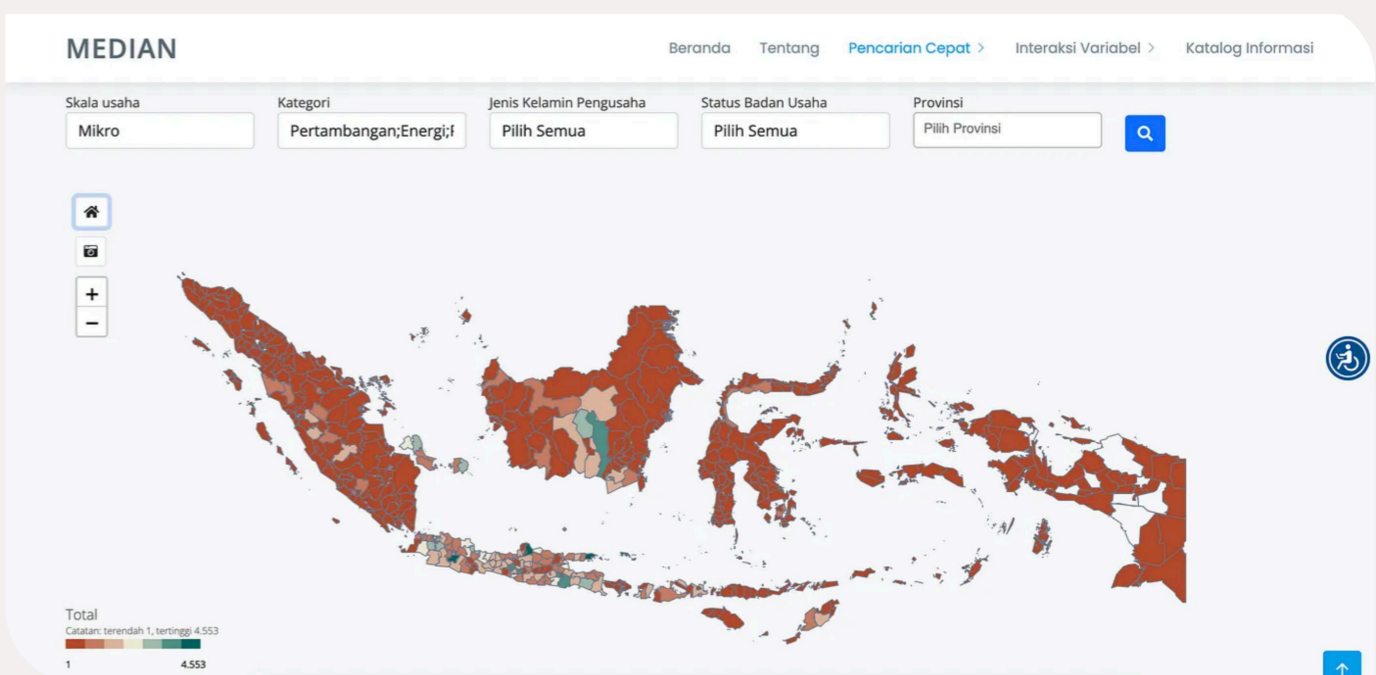


Image: UN Global Pulse/ Asia-Pacific

SERVICE DESIGN WORKSHOP IS A HIT AT ASIA PACIFIC HUB LAUNCH

#Capabilities

Our Service Design 101 Workshop went ahead at the launch of the Asia Pacific hub in June 2023, when we showcased our expertise in service design, a skill we've honed at Pulse Lab Jakarta over the years. We called it 101 because it was a basic introduction.

For the workshop, we partnered with the Digital Transformation Office (DTO) of the Indonesian Ministry of Health, which provided as an interesting use case the Vaccine Registration and Reminder system they were developing. The workshop attracted participants from diverse backgrounds, including data scientists and engineers, policy makers and design and qualitative researchers. It proved to be one of the most popular activities at the hub launch.

After our opening presentation on service design methods, participants looked at the development phases of the system's features. They saw all the steps and components needed to create a user-friendly system for the public. The DTO was inspired by the insights that emerged from the discussion afterwards.

The event gave Global Pulse a chance to promote the methods and tools we employ. It underscored our broader capabilities beyond data, including our ability to create digital products and shape them with service design methods. And it positioned us favourably for future collaborations.

How has this helped the UN at a systems level?

Conceptual/ Knowledge

The workshop exposed a wide range of participants to the idea of using service design for public innovation. We are watching to see how their interest evolves.



Images: UN Global Pulse/ Asia-Pacific

A MODERN LIBRARY TO SHARE OUR EXPERIENCES

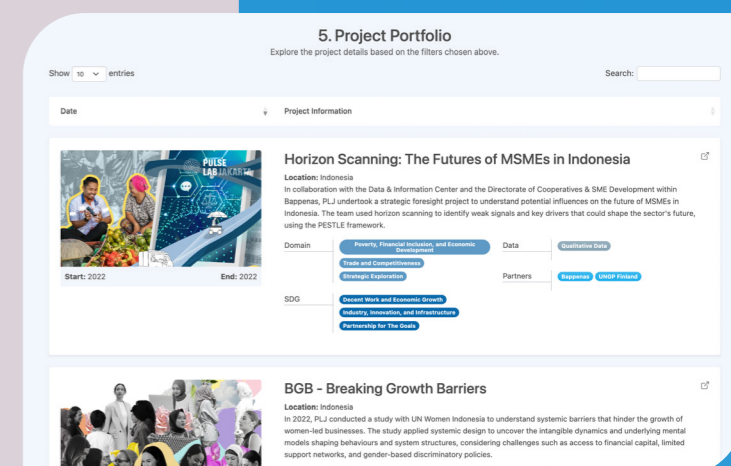
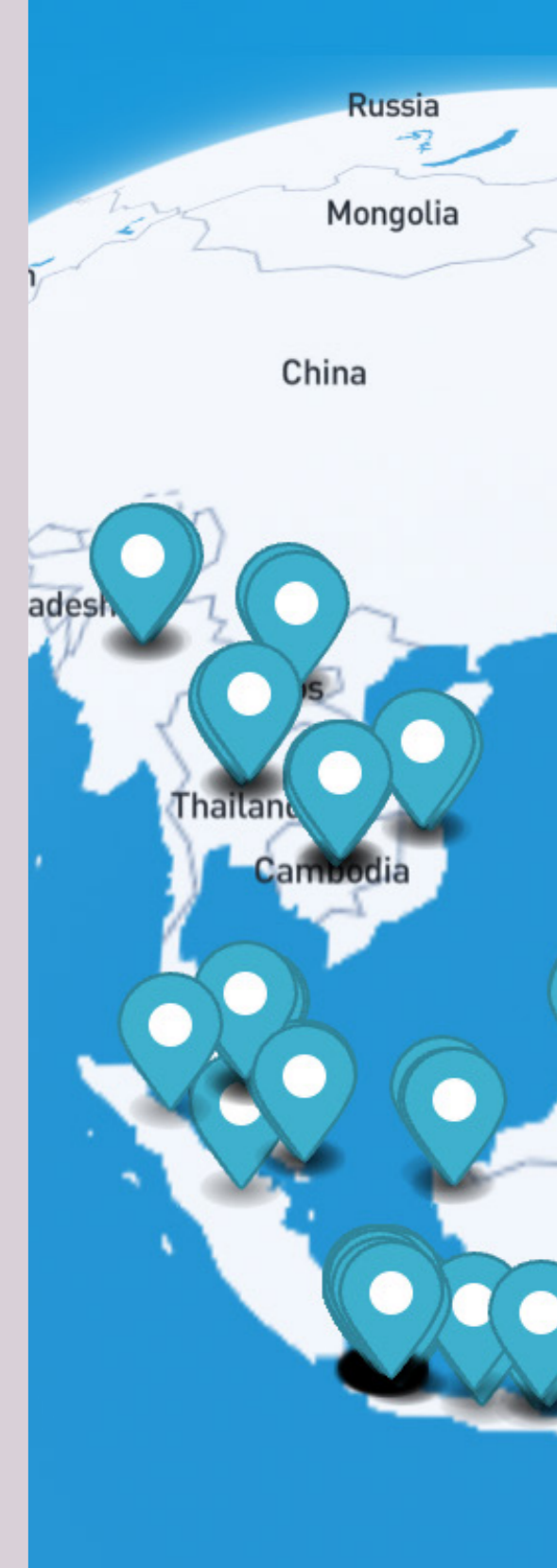
#Regional Hub

UN Global Pulse was working in Jakarta for a decade before we made the transition to become a hub for the wider Asia Pacific region. Where could we store and develop all our knowledge? We needed a state-of-the-art digital archive.

The Asia Pacific team used 2023 to consolidate all our achievements and capabilities in a **comprehensive knowledge repository**. It not only systemises and showcases past accomplishments but expands knowledge-sharing across the team.

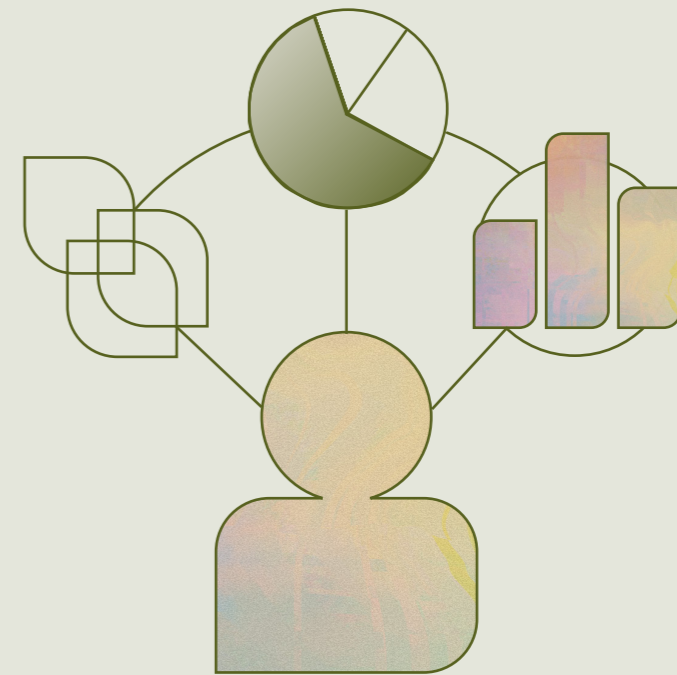
Even before we became a regional hub, Jakarta was involved in projects in other countries. Highlights of our work include **MIND** (Managing Information on Natural Disasters) and **poverty mapping in Papua New Guinea**, both data projects, and **Beyond Sticky Floors**, a social and behavioural science project to help women in small businesses make the most of digital technology.

The knowledge repository is user-friendly and visual, with dynamic dashboards to aid in discussions with partners and provide insights into project interconnections. It underscores the importance of institutional memory for our network, which is now well established and growing in new areas, both geographical and scientific.



MILESTONES OF 2023

Behavioural Science



Fostering our understanding of human nature
and how people act and make decisions in
order to improve our choices.

DATA OPENS DOORS FOR INDONESIANS WITH DISABILITIES

#Regional Hub

More than 23 million Indonesians are living with disabilities. But something as simple as showing them and their caregivers where they can find facilities with access and services can make an enormous difference to their lives.

As part of the UN's worldwide pledge to **Leave No One Behind**, Global Pulse Asia Pacific is helping people with disabilities indirectly with a regional project to improve the quality and use of data. This in turn should boost programs run by the government, non-profit organizations and advocacy groups dedicated to disability rights.

"Improving Data and Data Management for People Living with Disabilities in Indonesia" grew out of our work on data strategy for UN Country Teams. Not only are we collecting data

on Indonesia's disability policies but we are **making it more effective**.

The issues of Indonesians with disabilities hardly differ from those of people with disabilities in other countries. The government and communities do take care of them. But they are often under-represented, subject to social stigma and cut off from basic services and they can face higher risks because of lack of access to health and education.

We are empowering people with disabilities by giving them data tailored to their needs. And by fostering better collaboration among UN agencies working in Indonesia, we are helping their various disability policies and programs to have a bigger impact.



How has this helped the UN at a systems level?

Conceptual/ Knowledge

We enhanced stakeholders' understanding through innovative disability data insights. The project shed light on the various actors working with people with disabilities and the data that was available to them. This helped partners identify useful datasets and see any gaps. The ultimate aim was to help people with disability and their carers, as their needs are often overlooked.

Structural and Behavioural

It is too early to see changes in the work of our partners and institutions. But we will disseminate our findings through the Data, Monitoring, Evaluation and Learning group, comprising representatives from ten UN agencies.

In 2023, our work was organized in two workstreams:

Exploring data concerning people with disabilities

We examined secondary data from government records. The aim was to see what was available, identify datasets suitable for analysis and decision-making and pin down any missing elements. In a series of workshops, we talked to stakeholders to understand how they collected data. This work is nearing its conclusion and we will soon release a report.

Showing data on infrastructure adapted for people with disabilities

At the end of 2023, we launched a platform that will enable parents and caregivers to check whether venues offer access and services to people with disabilities. The platform is inclusive, providing crowdsourcing features and encouraging collaboration among UN partners and communities.

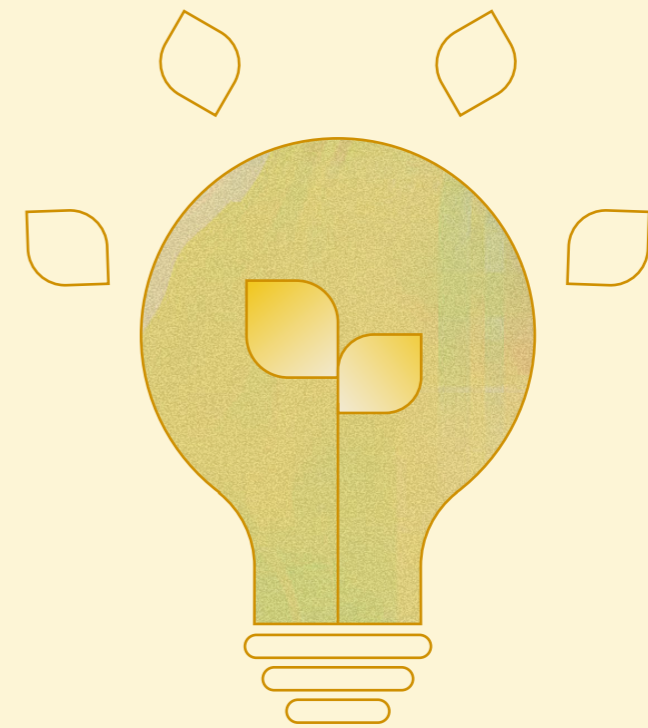
In this work, data science and social and behavioural science overlapped. Our social scientists did fieldwork in the provinces to identify the needs of caregivers and the platform, once developed, was refined based on community feedback.



Photos: UN Global Pulse/ Asia-Pacific

MILESTONES OF 2023

Innovation



Generating, testing and scaling up novel ideas that bring sustainable benefits for people and the planet.



Photos: UN Global Pulse

SCALING TEAM FINDS WAYS TO EXPAND PROMISING IDEAS

#Capabilities

In 2023, we published a report on the obstacles social innovators experience when they seek to scale up and go mainstream with their bright ideas. **Scaling the Summit**, which suggested specific ways round these obstacles, was the culmination of several years of research by Global Pulse on how to scale innovation.

In 2021, we had partnered with the Digital Public Goods Alliance to help **save the lives of mothers and babies** and had seen that many of those findings applied not only to health but to other sectors too.

Innovators and others told us of the difficulties of taking successful innovations from the pilot stage to scale. This sparked further research and the Innovation Scaling team was assigned to support internal project teams.

The goal was to enable others to use the innovations we had developed. How could we best support the UN system and align our work with the UN 2.0 transformation agenda? It became clear that the entire UN system struggled to scale innovations.

Scaling the Summit, which also came with a primer to guide readers, was launched at the **8th Multi-Stakeholder Forum on Science, Technology and Innovation for the SDGs**, a high-level UN event, in May 2023. The report said innovation scaling needed support, and made recommendations UN partners could act on.

How has this helped the UN at a systems level?

Conceptual/ Knowledge

We articulated the challenges both Global Pulse and the UN system face in scaling innovations and identified practical ways UN partners can support teams in this process.

Structural and Behavioural

Global Pulse has improved the scaling services it offers. We now support partners with scale-readiness workshops and tailored advice.

INTERNAL INNOVATION FOR EXTERNAL GOALS

Cooperation with UNIDO

#Capabilities

Our Scaling Team began working with the United Nations Industrial Development Organization (UNIDO) in late 2022. Through our time with them, the initial UNIDO task team grew into InnoLab, promoting innovation internally to drive economic growth, social progress and environmental sustainability in the outside world. UNIDO's approach to scaling supports the UN 2.0 transformation agenda and should help countries achieve the SDGs faster.

Through consultations and training sessions, we helped InnoLab better define what they could offer their partners. We also boosted their ability to scale their innovations and get them more widely used.

In May 2023, UNIDO and UN Global Pulse participated jointly in the 8th Multi-Stakeholder Forum on Science, Technology and Innovation to show how partnering can strengthen UN innovation abilities.

How has this helped the UN at a systems level?

Conceptual/ Knowledge

UNIDO understands better how to use innovation. We learnt how Global Pulse can help UN agencies introduce innovation practices, which will set them up for scaling conversations when they are ready to take their projects to the next stage.



Photo: UNFPA



Photo: Pacific Island Countries

READINESS TO DO MORE FOR SEXUAL AND REPRODUCTIVE HEALTH

Cooperation with UNFPA

#Capabilities

The United Nations Population Fund (UNFPA) uses innovation internally to achieve its external goals of ending preventable maternal deaths, unmet family planning needs and gender-based violence and harmful practices. UNFPA joined forces with Global Pulse to expand adoption of its innovations for greater effect.

In March 2023, as part of our scale acceleration service, we ran six Scale Readiness workshops to help UNFPA teams who had successfully piloted innovations to envision the wider and longer-term impact they might achieve.

The UNFPA teams considered how to expand the reach of 13 innovations that had already been piloted in Latin America, Africa, Asia and the

How has this helped the UN at a systems level?

Conceptual/ Knowledge

UNFPA innovation teams finished the workshops with a better understanding of what they need to take their innovations to scale. They learned how to overcome setbacks and secure financial backing, and developed detailed strategies with milestones on the journey to scale.

Middle East. They identified factors that could keep them from reaching their goals and defined scaling strategies that might lead to success.

Among other things, UNFPA's innovations have the potential to increase reach, so that more women can receive sexual and reproductive healthcare and maternal care can be improved for vulnerable and marginalised groups.

SCALING COMMUNITY TAKES OFF TO SHARE IDEAS AND EXPERIENCES

#Capabilities

In April 2023, we set up a scaling community for innovators to exchange experiences and ideas about how to scale up promising projects, thereby contributing to UN transformation. The community comes under the auspices of the United Nations Innovation Network (UNIN).

UN entities have produced many innovative solutions to problems plaguing people around the world but they have often struggled to apply them for maximum benefit.

Setting up a community of practice was one of the main recommendations in Global Pulse's report Scaling the Summit. The Innovation Scaling Group aims to enhance UN colleagues' understanding of innovation scaling and empower them with skills and tools.

A culture of knowledge sharing means looking at case studies, best practices and the lessons we have learnt. We are raising awareness about the broader UN innovation ecosystem, pointing out available resources, support, partnership opportunities and potential funding.

Throughout the year, we conducted webinars, workshops and coffee chats and facilitated one-on-one meetings, giving colleagues fresh viewpoints on their challenges. A podcast is in the pipeline and we are looking at other ways to accentuate the group's value to the UN.

By the end of 2023, the Innovation Scaling Group had attracted more than 300 members from 46 UN entities in 73 countries, as well as representatives of the private sector, government, academia and other international organizations.



How has this helped the UN at a systems level?

Conceptual/ Knowledge

Webinars have been key to disseminating insights from the Scaling the Summit report, as well as illuminating the work of others. We have seen growing community engagement and an increase in contacts among members. In November, we hosted a presentation by UNDP of a case study from Uganda, exactly the kind of result we hoped to achieve.



LOOKING AHEAD

Photo: UNHCR

Global Pulse is mindful of the challenges of the 21st century. At the same time, we are excited about what can be achieved when we jointly try new approaches. And so our network heads into 2024, confident that we can reach our goals together.

In all our projects we aspire to mix skills and methods. We aim to ensure all UN agencies are brought on board when it comes to innovation. Many large UN agencies now have their own innovation services but much potential in the UN family remains to be unlocked. Increasingly, our goal will be to build the capacities of smaller agencies to make sure they too can excel.

In doing this, Global Pulse is now clearly positioned as a frontrunner for UN 2.0 in the UN family. Linking directly to the Secretary-General's office, we add value by bringing new partners together for innovative solutions and catalysing new ways of working that can scale.

With new leadership, a new financing platform and deeper partnerships, Global Pulse now has organizational backbone and wider-than-ever geographical presence. As we broaden our portfolio and expand our partnerships – including with some of the world's best universities – we feel a sense of possibility and opportunity.

From 2024, new work will be done in many areas. Together with the [UN Futures Lab](#), our team will bring foresight expertise to UN Country Teams across the globe to support better planning.

And our Finland team will prioritise the launch of the new UN Global Pulse Scale Accelerator, a groundbreaking initiative to help UN teams to take promising innovations to their full potential.

In Uganda, Global Pulse will help deliver the first National Data Strategy that will reshape the country's next five-year National Development Plan. In the Asia Pacific region, our new hub will collaborate with Indonesian and regional partners on solutions to deal with rising sea levels, in up to 35 countries. The Asia Pacific hub will also work closely with Pacific islands to make better use of data for development planning. And DISHA, one of the UN's largest multi-partner AI initiatives, will scale up responsible solutions to enable data access for emergency response in the Philippines and Indonesia.

As Member States prepare for the Summit of the Future in September 2024, Global Pulse is ready to make the case for innovation and show what a UN 2.0 could really look like.

Part of that transformation involves language. We inspire confidence in a positive common future when we speak in concrete terms, grounded in reality. Here is our chance to show we are pragmatic, realistic and able to live up to our promises.

Time is ticking on the UN's Sustainable Development Goals, formulated in 2015 and due to be fulfilled in 2030. At half-time, the world is behind on its targets. But as all sports lovers know, "every game is won in the second half".

We thank our partners for their generous support and collaboration:

- Catholic Relief Services (CRS)
- DataMinr
- Debevoise
- Globe Telecom
- Google.org
- Government of Australia (DFAT)
- Government of Finland (MFA)
- Government of Indonesia (Bappenas)
- Government of Uganda (Ministry of ICT & NG)
- IDRC (International Development Research Centre) Canada
- Jain Family Institute
- McKinsey & Company
- Patrick J. McGovern Foundation
- UN Development Programme (UNDP)
- UN Innovation Network (UNIN)
- United Nations Satellite Centre (UNOSAT) / UN Institute for Training and Research (UNITAR)
- United Nations Office for Project Services (UNOPS)
- UN Resident Coordinator Office Indonesia
- UN Resident Coordinator Office Uganda
- UN Women
- Tides Foundation
- Twitter/X
- William + Flora Hewlett Foundation
- World Food Programme (WFP)

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With support from: Lauren Parater, Felipe Acero, Shanice Da Costa

Design: Ina Fiebig



UN Global Pulse is the Secretary-General's Innovation Lab. We work 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.

Learn more at unglobalpulse.org or follow at @UNGlobalPulse.