



ANNEX 1

Guidelines



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I General Information

The Accelerator will be launched in April 2022 through the Tadamon Platform for Civil Society Organizations (CSOs) in 32 OIC Member Countries. The Tadamon Accelerator uses the BOOST Accelerator methodology, launched by UNDP in 2020, and brings this innovative accelerator to CSOs that are part of the Tadamon Community. Our goal is to leverage this successful experience and offer an innovation acceleration program to Tadamon Members.

With the vision to ensure effective response and recovery from the COVID-19 pandemic and associated socio-economic consequences, the Tadamon Accelerator will challenge participating CSOs to explore innovations across three thematic areas (detailed explanation below):

1. *Emergency Medical Response through CSOs*
2. *Education in Emergency*
3. *Build Community Resilience*

Selected CSOs will join the program and further develop their innovations with the help of a group of professional mentors, incubating and accelerating their ideas into maturity and implementation. The Accelerator will consist of a set of modules, training and mentoring sessions tailored to the needs of the participants. The program is based on an individualized approach to each CSO and intensive mentoring and support.

The Accelerator will be hosted online and delivered by world class experts and other professionals through a set of webinars, group discussions and mentor sessions. This will allow a wide variety of organizations to join regardless of their geographical location.

Tadamon Accelerator will become a community of innovative CSOs able to leverage peer-to-peer support, nurture partnerships and access innovative ideas and information through a pool of experts. During the program, the selected participants follow a series of modules that help them develop and scale their innovations. At the end of the program, participants have a chance to showcase their innovations in front of a jury of experts during our 'Demo Day'. Grants are awarded the most promising innovations, to enable implementation, sustainability, and further scaling.

1.1 Objectives

The Tadamon Accelerator is an acceleration program for CSOs driving social impact through innovation, funded by the Islamic Development Bank (IsDB) and implemented by UNDP Europe and Central Asia. Our open call defines three (3) specific development challenges that the innovations should address.

The Tadamon Accelerator seeks to strengthen innovation ecosystems in selected OIC Countries and foster an innovative mindset among CSOs that are part of the Tadamon community.

The Tadamon Accelerator aims to transform the way CSOs work and approach existing development challenges, promoting a new innovative mindset, establishing partner networks, and introducing problem-solving methodologies. To achieve this Tadamon Accelerator will partner with Startup Grind to deliver the training and mentoring of CSOs using the BOOST Methodology developed by UNDP's Innovation team. The BOOST "model" applies tools from systems thinking, including sensemaking exercise to make sense of what is emerging, uncover unseen yet inherent connections within the cohorts, and generating actionable intelligence about complex development challenges. The model further supports organizations to align their objectives with the 2030 Agenda for Sustainable Development.

1.2 Innovation Challenge Thematic Focus

Tadamon Accelerator challenges CSOs to come up with and develop new innovations around three main thematic areas. Participants are allowed to select one or more of these innovation areas, along which to develop their innovation, and it is strongly encouraged to have a cross-sectoral approach.

Thematic Areas:

1. Emergency medical response through CSOs (Respond)
2. Education in Emergency (Respond)
3. Build community resilience (Response)

Innovations should center on new and innovative technologies in delivering solutions; take into account the current trends of digitalization and new digital services; recognize access to energy and vital infrastructure as well as include climate change and green recovery as a cross-cutting theme.

1.3 Sustainable Development Goals

The Tadamon Accelerator is part of the broader framework and partnership under the IsDB-ISFD NGO Empowerment for Poverty Reduction Program. This 5-year regional program has as its main goal to support CSOs through increased participation, visibility, access to funding and better connections with partners. As part of this partnership the Tadamon Accelerator has been designed to equip participating CSOs with necessary skills and funding to tackle specific development challenges born out of the COVID-19 pandemic by offering solutions to the following three thematic areas: Emergency medical response through CSOs; Education in Emergency; Build community resilience.

Together with its partners and through the thematic areas of the challenge the Tadamon Accelerator will have a strong focus on health, education, building resilience, and improving emergency response and recovery. The Accelerator is also designed to induce structural transformation, making sure that no one is left behind in responding to the multiple socio-economic challenges born out of and exacerbated by the pandemic. Fostering an innovative mindset among CSOs, adopting digitalization and new innovative technologies and mobilizing new sources of funding will accelerate progress towards the 2030 Agenda for Sustainable Development.

The Tadamon Accelerator will have particular focus on delivering progress around the following SDGs:

- **SDG 1:** End poverty in all its forms everywhere
- **SDG 3:** Ensure healthy lives and promote well-being for all at all ages
- **SDG 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- **SDG 5:** Achieve gender equality and empower all women and girls
- **SDG 9:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- **SDG 10:** Reduce inequality within and among countries
- **SDG 11:** Make cities and human settlements inclusive, safe, resilient, and sustainable
- **SDG 17:** Strengthen the means of implementation and revitalize the global partnership for sustainable development.

The SDGs in focus and thematic areas of the calls are co-designed and jointly agreed upon by UNDP and IsDB/ISFD. For more information about the SDGs, please visit: <https://sdgs.un.org/goals>

2 Tadamon Accelerator Program and Support

2.1 Acceleration Program

The Tadamon Accelerator is an intensive 14-week online acceleration program that includes a series of training modules, workshops and individual mentoring sessions led by international experts, experienced in leadership, organizational development, project management, digital transformation, behavioral insights, impact measurement and management, and other fields.

The program is designed to help selected organizations to strengthen innovation, technology, and social impact in their organizations and project implementation. Participants learn how to reimagine and implement impact-driven innovations, increase reach and visibility, attract alternative financing and other resources, and establish and nurture long-lasting partnerships. The program aims at strengthening capabilities, improving management and digital skills, investment readiness, and soft skills.

The Tadamon Accelerator is a flexible program, tailored to the specific needs of each participant, and offers modules such as i) Sensemaking, ii) Design Thinking, iii) Digital Transformation, iv) Impact Measurement and Management, v) Behavioral Insights, vi) Innovative Finance, vii) Value Propositions, viii) Online Communications and Storytelling, ix) Design and Branding Strategies, and x) Project Acceleration and Management.

2.2 Eligible Applicants

UNDP, IsDB and ISFD agree on eligibility criteria during the conceptualization phase of co-designing new calls for innovations. Applicants may include Civil Society Organizations that are members on The Tadamon Platform including social enterprises, non-profit organizations, philanthropies, and academic institutions. Applying organizations must sign up and meet the criteria for membership on Tadamon Platform.

At the stage of applying, and regardless of organization type, the applicants must present an innovation addressing the call's defined development challenge. The innovation should have a potential for financial sustainability and scaling. Furthermore, the applicants should engage users, partners, and stakeholder in the development of their innovation, ensuring viability in its specific context.

Tadamon Accelerator is a *regional* acceleration program, implemented by UNDP's Istanbul Regional Hub, in partnership with ISDB and ISFD as part of the ISDB-ISFD NGO Empowerment for Poverty Reduction Program, that aims at increasing the role of CSOs in contributing to the socio-economic development of the member countries the Organisation of Islamic Cooperation (OIC). Within this framework CSOs that are part of OIC Member Countries that have officially endorsed the program will be eligible to apply to the Tadamon Accelerator. Applicants must be operating and registered within these countries. Innovations should focus on addressing development challenges in one or more of the countries listed below.

Countries and territories currently covered the IsDB-ISFD NGO Empowerment for Poverty Reduction Program: Algeria, Azerbaijan, Benin, Brunei Darussalam, Burkina Faso, Cameroon, Chad, Comoros, Djibouti, Guinea, Indonesia, Iran, Iraq, Jordan, Kazakhstan, Lebanon, Libya, Maldives, Mauritania, Morocco, Niger, Nigeria, Palestine (PAPP), Pakistan, Saudi Arabia, Senegal, Somalia, Sudan, Togo, Tunisia, Turkey, and Yemen.

2.3 Grants

UNDP, IsDB and ISFD agree on the financial support to be included as part of the open call for innovations, if any, during the conceptualization phase in co-designing new calls for innovations.

In determining the appropriate prize for an innovative solution, as per UNDP's Programme and Operations Policies and Procedures (POPP) for [Innovation Challenges](#), the following should be considered:

1. *Incentives and motivation of potential participants – why would they participate and what is in it for them in both the short and long run?*
2. *Social value of the prize (e.g., recognition, research opportunities, other non-monetary rewards, etc.) also encourages increased participation.*
3. *How can the prize be utilized to further optimize the benefits and impact of the solution?*

The maximum number and amount of grants is communicated when launching the Tadamon Accelerator open call. Total grant value of US\$ 460,000 to be distributed by UNDP in the following format, based on performance and final pitches of participating CSOs, starting from US\$ 10,000 up to US\$ 40,000:

First 3 get	US\$ 40,000	= US\$ 120,000
3 get	US\$ 30,000	= US\$ 90,000
6 get	US\$ 20,000	= US\$ 120,000
13 get	US\$ 10,000	= US\$ 130,000

The applicants are expected to provide in-kind or financial co-investment to a value of at least 30% of the project's total budget. This commitment should be clearly described through the proposed budget, and further proof from the organization may be requested by the Evaluation Panel.

Grants are intended to enable scaling of the innovation. Typical items that can be covered by the grant include, but are not limited to:

- Salaries of project staff
- Technology, design, business development and other consultancy services
- Small equipment and supplies
- Training and workshop expenses
- Costs including travel connected to the implementation and scaling of the innovation.

Tadamon Accelerator and implementing partners do not take any equity in the organizations it supports.

3 APPLICATION PROCESS

3.1 Application form

Organizations must submit their applications through the [Tadamon Platform](#), which is linked from the UNDP Website, and [UNDP Procurement Notices](#).

3.2 General rules

- I. An organization may submit one or more applications, presenting different innovations. However, only one innovation per organization can be selected as the basis for the organization's participation in the Tadamon Accelerator, and potentially selected to receive a monetary grant at program graduation.
- II. Re-submission of modified applications is not allowed.
- III. Deadline for application is to be strictly respected.
- IV. In the evaluation process, only complete applications will be considered.

- V. Answers in the submission form and any documents attached must be in the English language.
- VI. UNDP, IsDB and ISFD shall examine the proposal to confirm that all terms and conditions under the UNDP General Terms and Conditions and Special Conditions have been accepted by the applying organization without any deviation or reservation.

4 Selection Process

4.1 Screening

After the submission deadline, all applications are reviewed by the Project Team - consisting of members from UNDP, IsDB and ISFD - against the eligibility criteria, known as the *screening* stage. Eligible applicants proceed to the following stage. Non-eligible applicants receive a regret notice through the Tadamon Platform platform. For these applicants, the selection process is finished. They also do not have the right to appeal.

4.2 Participant selection

All applications that pass the screening stage are evaluated by an Evaluation Board, to be approved by the UNDP IRH Head of Operations. Longlisted applications are evaluated according to the following criteria:

- A. **Project Feasibility:** The solution/innovation can be feasibly developed, tested and implemented within 6-12 months after graduation from the Accelerator. Applicants should submit an implementation plan and tentative budget or other supporting documents to demonstrate viability and maturity of proposed solution(s). (20%)
- B. **Innovation novelty:** The organization uses cutting-edge technologies or innovative digital tools, and/or introduces new ideas, approaches, products or services to a target group or development approach. (20%)
- C. **Management:** Team and institutional capacity is demonstrated to implement the solution within 6-12 months. At least 2 team members with relevant backgrounds and expertise to implement the solution/innovation are present. (15%)

- D. **Scalability:** The organization has demonstrated a need for the proposed solution/innovation and potential to reach new target groups, markets. (10%)
- E. **Sustainable Development and potential for impact:** Viable impact vision and impact model. The applicant clearly demonstrates a set of Key Performance Indicators (KPIs) that are linked to sustainable development and a way to measure them. (15%)
- F. **Established partnerships:** The applicant demonstrates willingness and readiness to **engage with local or other partners** during implementation to promote sustainability and scalability of the solution/Innovation. (20%)

Each criteria A-F is weighted according to their relevance. The highest scored applicants are offered to take part in the 14-week Tadamon Accelerator program. An email is sent directly to all selected participants. Announcements of selected participants are also published on the Tadamon Platform and UNDP Eurasia Website at minimum of 10 days ahead of program start. Non-selected applicants receive a regret notice by email from UNDP Focal Point for Tadamon Accelerator. For these applicants, the selection process is finished. They also do not have the right to appeal.

4.3 Awarding of grants

The Tadamon Accelerator concludes through a 'Demo Day', during which participating organizations pitch their refined and reimagined innovations in front of The evaluation board, including representatives from UNDP, IsDB/ISFD and partners. Evaluation and decision of awards is based on the same criteria as in the previous stage. The highest scored innovations in the pitching session are awarded available grants, if any.

Following the award decision, the selected organization will be offered to sign the Award Agreement (see Contract Template in annex). The Award Agreement contains the final Project Plan and Project Budget, which should be resubmitted by the organization in case of any adjustments since the initial applications.

Prior to contract signature, UNDP and the awarded organization will agree on specific deliverables and timelines for implementation of the innovation. Before signing the Award Agreement, the Applicant must submit all required documentation to UNDP. Awarding is done under the general provisions of the Award Agreement, and the payment is done based on UNDP rules.

5 Implementation and Monitoring of the Innovations

5.1 Implementation and duration

The Awardee should carry out the Project carefully and efficiently in accordance with the Project Plan and Project Budget, respecting the provisions of the Award Agreement between UNDP and the Awardee.

The overall implementation of the innovation will be managed through the 'Partnership Project'. Any significant deviation from the Project Plan (e.g. changes of agreed deliverables or timelines) requires prior written consent by UNDP.

The maximum contract length for the project is 12 months.

5.2 Disbursements

Disbursement of funds will be made upon verification of deliverables specified in the Project Plan.

The Awardee is allowed up to ten percent (10%) expenses variations from the total Project Budget within any of the major budget categories. Should the expenses variations related to any major budget category be expected to exceed ten percent, a written request for funds reallocation must be submitted for UNDP's approval.

In the case that the Awardee fails to perform any of its obligations under the Award Agreement, the UNDP shall be under no obligation to issue any further payments, as per the terms of the agreement.

5.3 Monitoring, evaluation, and learning

The purpose of the monitoring is: i) to assess the progress of Project implementation in terms of activities envisaged and the achievement of Project goals, and ii) to assure that financial expenditures are in accordance with the Project Budget for the given period. Methods of monitoring include review of submitted progress reports and

on-site monitoring visits. The monitoring will also ensure that key information is regularly collected and tracked so the Tadamon Accelerator and the 'Partnership Project' progress can be measured towards set objectives.

The Awardee must deliver a final report, including key information required for tracking progress against the 'Partnership Project' targets and for uses of impact evaluation, learnings and knowledge management.

UNDP IRH will establish a contact with the UNDP Country Office in the country or territory in which the innovation is planned to be implemented. The UNDP Country Office should be informed about the progress of the Partnership Project and may, if possible, provide expertise to support the on-site monitoring of the Project implementation.

Information collected and analyzed will be used to measure the success of both the 'Partnership Project' and aggregated for the Tadamon Accelerator. Success will be measured against the set 'Partnership Project' indicators. Learnings, impact measured, and actionable intelligence around the defined development challenge will be documented, analyzed, and disseminated widely.