**Pipeline Management**

1. *“*Pipeline” refers to the totality of planned projects, portfolio programmes, and initiatives that UNDP is expected to pursue within a foreseeable time in the future. Pipeline is tracked and managed in the Quantum+ UNITY “Partnership Opportunities” module, where the Pipeline is referred to as “Quantum+ Opportunity” and given a unique Opportunity ID (Opportunity Record Type: Funding).

1. There are **two types of planned interventions**:

1. Scaling up or replicating successful existing programmes/portfolio/projects; and
2. New project ideas, portfolio ideas, development solutions, integrated service lines, and signature products.

**Development of Pipeline**

1. Development of pipeline is not a one-off exercise, but a continuous process guided by the ***substantive framework of the Strategic Plan.*** It isanchored on two main pillars: specific ***needs*** on the ground and ***opportunities*** for development.   “*Needs*” could derive from many different sources, including a government request, internal UN/UNDP analysis, discussion or a recommendation of an external analysis, “big data” analysis, real time monitoring of on-going interventions, a previous project or portfolio; etc. “*Opportunities*” are linked to UNDP’s strategic priorities and substantive competency, and conducive environment locally to address an issue/challenge, availability of funding.
2. It is important to identify and effectively leverage ***partnerships*** early in the process to build coalitions, ensure broader ownership, facilitate implementation support and guarantee sustainability of results over time.

1. Regular programme resources should be used as “seed money” to develop new interventions and bring in additional funding from other sources.

1. Successful pipeline development does not happen in a vacuum. On-going projects, portfolio should be used as “incubators” of new ideas and initiatives. Creating apilot space within each project, portfolio makes pipeline development both more effective and efficient due to the use of already existing platforms, fosters innovation and provides more conducive environment for the development of new solutions.

1. Sound pipeline development ensures ***active communications*** around UNDP mandate, key areas of work and collaborative advantages, key services and “signature products” and results achieved. Active communications posture increases the visibility of UNDP brand and naturally provides essential entry points for cooperation with partners.

**Maturity of Pipeline**

1. A sound pipeline portfolio is likely to include Quantum+ Opportunities of different maturity, ranging from initial ideas to interventions with secured funding and implementation capacity ready to be launched.

1. Having a clearer idea of the maturity of each pipeline/Quantum+ Opportunity allows better-informed decisions about investment areas which have a higher return potential in terms of development impact.

1. **Maturity model** is built on the following ***five criteria***:
2. ***Criterion 1***: **Demand for services**. A sound project/portfolio should respond to a clear current or anticipated development need. A mature pipeline/Quantum+ Opportunity should not only be clear about the nature of the need but also reference information/data supporting the conclusion about the need.
3. ***Criterion 2***: **Enabling environment.** For a development intervention to have a good prospect of success, it is important to ensure that local environment is right for raising a particular issue or implementing a specific solution. While thinking of enabling environment it is useful to consider the commitment of critical actors to sustain the concept/approach beyond the completion of the project or portfolio. For example, is there a national partner with a strong political clout that is fully on board and committed to take the project or portfolio forward?
4. ***Criterion 3: Availability of substantive expertise in UNDP.*** The strength of a pipeline is higher from the opportunity point of view if it falls within UNDP’s recognized substantive competency and can easily draw on existing knowledge or innovation capacity. This does not mean that projects or portfolio that venture into new areas of expertise and would largely rely on outside expertise leveraging other comparative advantages of UNDP should be excluded from pipeline portfolio. On the contrary exploring novel ideas and innovative non-traditional approaches is to be encouraged and actively pursued. This criterion only indicates that for the maturity of the project or portfolio as a pipeline opportunity to increase, focused thinking is required on what it would take to identify and mobilize expertise for the project or portfolio to attain its objectives.
5. ***Criterion 4: Availability of critical partners.*** This criterion encompasses three types of partnerships that need to be secured for a pipeline project to reach a required maturity level:
6. For a pipeline project or portfolio to be mature there should be clear understanding of how and by whom it will be implemented. Some of the specific questions that need to be answered include whether the **implementing partner(s)** and potential responsible parties have been identified and whether any investment should be made in building their capacity.  If DIM/CO support to NIM project or NIM Multi Year Work plan (for portfolio only) is envisaged, an informal review of the existing capacity in the UNDP office is necessary. In doing so, a CO should analyze not only the capacity available in the office, but also at the regional and global level in service hubs.
7. A key to success of any project or portfolio intervention is the timely and effective engagement with key partners. In assessing the maturity of a pipeline it is important to have an appreciation of the partnership landscape to determine which **substantive partners** have to be involved to ensure or facilitate success. The analysis should include, for example, a brief review of other development partners - multilateral and bilateral - addressing the same issue/area of work, as well as a review of academic and non-government organizations dealing/interested to deal with similar/related issues.
8. Availability of funding to support the project or portfolio is one of the key criteria of pipeline maturity from the opportunity point of view. The maturity of the pipeline project or portfolio directly depends on the degree of certainty that necessary resources will be available for all envisaged activities and interventions. The highest rating will be awarded to a project or portfolio with a firm commitment from a donor for funding.
9. ***Criterion 5: Degree of the idea’s/concept’s development.*** One of the key principles of innovation is to "make ideas tangible" as early in the process as possible. In line with this principle, sound pipeline management involves capturing ideas as they come up, translating them into brief concept notes and then focus on further developing them through a reiterative process.

1. Initially, pipeline projects or portfolio that replicate or scale up existing programmatic interventions/solutions tend to score higher on many criteria, as they are usually a good indicator of demand to which UNDP should respond, they capitalize on tested solutions, there is capacity already built to support implementation of such projects and there are usually partnership networks already established. Strong pipeline portfolio should always include a share of project or portfolio exploring innovative new solutions and approaches.

**Pipeline Management and Resource Projections**

1. Regular review and analysis of the pipeline portfolio allows an office/unit to forecast the availability of resources more accurately - both for programme and internal institutional needs.

1. The non-core and XB (extra-budgetary) projection can be run in Quantum+ UNITY, with the adjusting factor being linked to the level of maturity of the respective pipeline. Every pipeline/Quantum+ Opportunity is identified by a Maturity Stage. Each Maturity Stage allows the user to define a level of Probability, which means the estimated probability (%) that the pipeline/Quantum+ Opportunity will result in a signed financing agreement and project or portfolio document, if applicable. Resource Mobilization Forecast Reports across UNITY use this adjusting factor to present both the Target Funding and also to calculate the Expected Funding based on the Maturity Stage and Probability % of the Opportunity at the time the report is run. So if a pipeline/Quantum+ Opportunity has a $10mil target funding and is at Stage A / 90% Maturity then the Expected Funding Projection for this opportunity is $900K (Target multiplied by Probability).

**Leveraging the Quantum+ UNITY “Partnership Opportunities” Module for Pipeline Management**

1. Quantum+ UNITY “Partnership Opportunities” module provides a sound platform which could be used both for capturing and managing pipeline at the unit level as well as for corporate analysis.  The Quantum+ UNITY “Partnership Opportunities” module captures key information about pipeline/Quantum+ Opportunities, including: brief description, maturity stage, implementing and funding partners, target funding (budget), sources of funding, approximate signature date, external partner contacts involved in the negotiations, currency, email communications, documents, related CPD output, projected GMS earnings, and more. Please refer to [Pipeline Management in Quantum+ UNITY “Partnership Opportunities”](https://popp.undp.org/document/project-management-pipeline-management) for a brief presentation and to the comprehensive [UNITY User Manual](https://undp.sharepoint.com/sites/Docs-Partnerships/Shared%20Documents/Forms/AllItems.aspx?FolderCTID=0x012000139FC97E2251B945937DA5EC719FE475&id=%2Fsites%2FDocs%2DPartnerships%2FShared%20Documents%2FUser%20Manual%20UNITY%2Epdf&viewid=00925229%2D1879%2D4959%2D96d2%2D2fb77e7b21df&parent=%2Fsites%2FDocs%2DPartnerships%2FShared%20Documents) for a detailed reference guide.

1. At the corporate level such data could be aggregated and feed into the quarterly Integrated Resource Management Framework (IFRM), with the projected amounts of non-core resources and related XB earnings being essential indicators of the financial health of the organization.

1. For more details, please visit [Pipeline Management Guidelines](https://popp.undp.org/document/pipeline-management-guidelines).