The DRC Innovation Management Guide

May 2020

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Introduction

This guide has been developed to support Danish Red Cross (DRC) leaders, managers, advisers etc. on how to enable and manage innovation in the DRC, and in collaboration with Host National Societies (HNS). The purpose is to define a shared language and understanding of what innovation is and how to support colleagues at HQ and in the field to a develop strong, systematic, and evidence-based innovation culture and practice. This guide may also be used for inspiration by partners.

This guide was developed based on the findings from the innovation capability capacity assessment that took place from October 2019- February 2019. Please read the accompanying Innovation Capacity Assessment Report for more background regarding, methods, findings and recommendations from the assessment.

This guide first includes a recommended process model for innovation in the DRC which will allow a shared overview and framework for evaluating the status and progress of ongoing innovation initiatives. It is important to note this model is based on recommendations from consultants, and that processes, practices and the monitoring framework will likely evolve and change as the DRC continuously perfects their innovation management system.

Following the process model is a set of metrics to monitor progress in the process model, and a description of roles and responsibilities. A roadmap with suggested activities for strengthening DRC innovation capability going forward can be found as an annex to this document.

For guidance on how to initiate and manage concrete innovation initiatives, taking them through from idea to scale, please read the DRC Innovation Toolbox, which was also developed in combination with this guide.

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Capability to Innovate

Assessment of DRC strengths, weaknesses, opportunities and barriers when working with innovation

The DRC Innovation Toolbox

Print version 1

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The DRC approach to innovation

In the DRC, we propose that innovation is defined as

To **create, try and/or scale** something new in a specific context, in order to seek **improved outcomes**.

This definition highlights the importance of seeking improved outcomes; a solution that is simply different from what have been used before is not necessarily better or more valuable. Our definition does not define where on the spectrum of 'radical' vs 'incremental' any innovation should sit, since all types of innovation may be valuable in their own right.

Our definition also highlights the importance of creating, testing and scaling the innovation; thus, the DRC definition focuses on the utilisation of innovative solutions, and not merely on the initial inventions. The process of creating, testing and scaling innovation is depicted on page 11.

Guiding principles for innovation at DRC

Further, innovation in the DRC should naturally always follow the fundamental principles of RCRC, as well as the current movement principles for innovation listed below[1]:

1. Design With the User
2. Understand the Existing Ecosystem
3. Design for Scale
4. Build for Sustainability
5. Be Data Driven
6. Use Open Standards, Open Data, Open Source, Open Innovation
7. Reuse and Improve
8. Do No Harm
9. Be Collaborative

DRC focus areas for innovation

- Ensuring healthy lives for all in poor, unstable, fragile and humanitarian contexts.
- Promoting Forecast-Based Action (FBA) to achieve a more effective humanitarian system in conflict and natural disasters.
- Exploring innovative financing mechanisms and new business models to: test approaches that enhance programmatic effectiveness and efficiency; seek out mechanisms that transfer risk to private sector; and finally, to promote organisational and programmatic change.

These three areas reflect the current key investment areas. Innovation in other areas will still take place and is highly encouraged.

DRC management have defined the following dreams and ambitions for the international department:

Dream

To be an innovative and, at all times, relevant Movement partner, guided by impact, efficiency, and localisation.

Ambition

- The DRC influences direction and strengthens IFRC/ICRC operations
- Movement partners and other stakeholders invest in DRC projects and concepts
- The DRC is recognised for high professional standards, solid analysis and risk-willingness.
- The DRC is a globally recognised organisation attracting top humanitarian professionals

What is innovation?

An innovation is often understood as the output generated by an innovation process; that is, a new solution that is applied to generate an improved outcome. This could be a product, a service, a model or a method. It could be radical in that it offers a completely new way of solving a problem, or incremental in that it involves only small improvements to an established solution. Innovation is often, however, not either-or. Rather, it is more commonly somewhere along a spectrum, and it is important not to forget the innovations in the middle which are neither radical disruptions nor small improvements, as it is often in the middle of that spectrum that significant value-creation occurs.

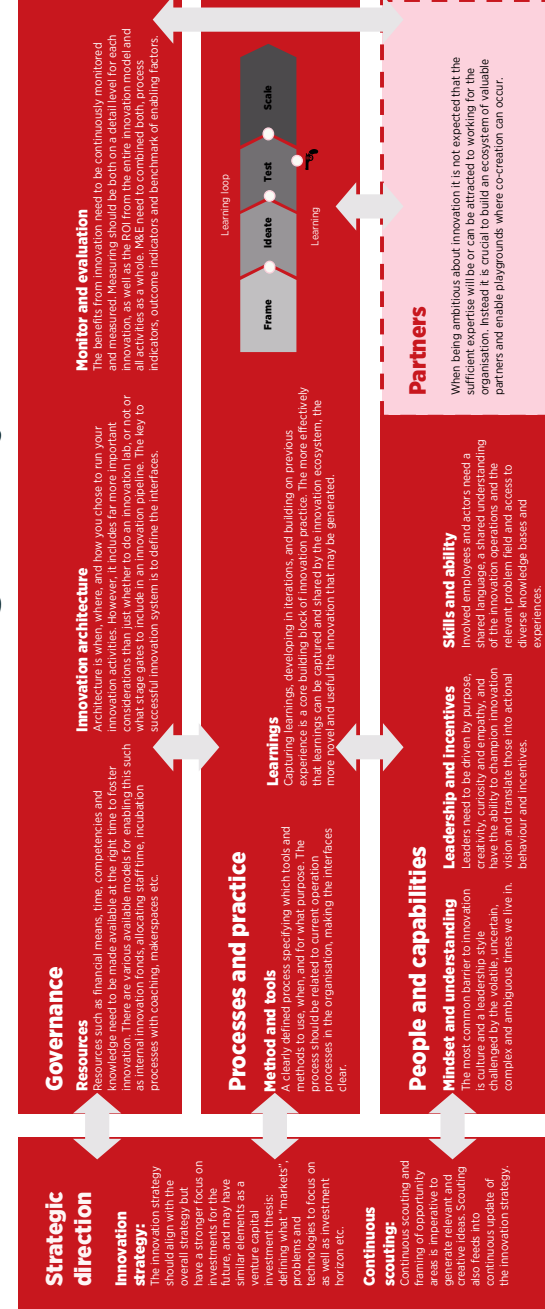Incremental   *Innovation spectrum*   Radical

Others, when using the word innovation, refer to the act of innovating; following certain processes, procedures and methods with the aim of generating new and improved outcomes. In DRC, the word innovation is used for both the output as well as the process.

Innovation as a <u>system</u>

However, for innovation to function properly, there are a number of enabling factors that need to be in place[2]. To generate value from innovation, a coherent innovation system is needed[3], and this is in fact where most organisation fail, and why so many innovation efforts have ended up being non-value-generating today[4].

In the figure on the next page, you can see the elements included in an innovation system. The DRC seeks to build these in order to enable valuable innovation. It is crucial to note that it is not enough to have a clear strategy, well-practiced methods, established tools, a lean yet agile governance model, etc. The core principle of a well-functioning innovation system is that the elements fit well together and support each other. This means that the methods chosen should be suitable for the type of innovation aimed for in the strategy, and that the governance model should allow for such methods to be used in operation, etc.

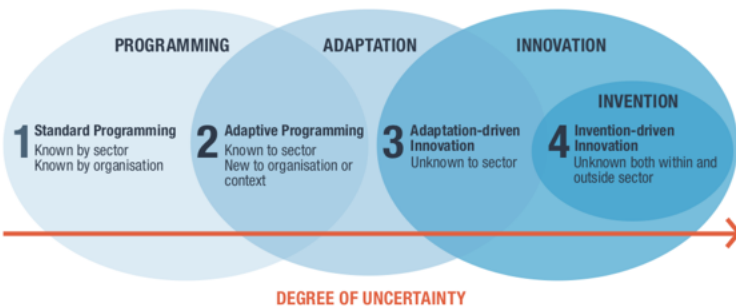# The elements of an innovation management system

Strategic direction

Innovation strategy: The innovation strategy should align with the overall strategy but have a stronger focus on investments for the future, and may have similar elements as a venture capital investment thesis: defining what "markets", problems and technologies to focus on as well as investment horizon etc.

Continuous scouting: Continuous scouting and framing of opportunity areas is imperative to generate relevant and creative ideas. Scouting also feeds into continuous update of the innovation strategy.

Governance

Resources Resources such as financial means, time, competencies and knowledge need to be made available at the right time to foster innovation. There are various available models for enabling this such as internal innovation funds, allocating staff time, incubation processes with coaching, makerspaces etc.

Processes and practice

Method and tools A clearly defined process specifying which tools and methods to use, when, and for what purpose. The process should be related to current operation processes in the organisation, making the interfaces clear.

People and capabilities

Mindset and understanding The most common barrier to innovation is culture and a leadership style challenged by the volatile, uncertain, complex and ambiguous times we live in.

Leadership and incentives Leaders need to be driven by purpose, creativity, curiosity and empathy, and have the ability to champion innovation vision and translate those into actional behaviour and incentives.

Innovation architecture Architecture is when, where, and how you chose to run your innovation activities. However, it includes far more important considerations than just whether to do an innovation lab, or not or what stage gates to include in an innovation pipeline. The key to successful innovation system is to define the interfaces.

Learnings Capturing learnings, developing in iterations, and building on previous experience is a core building block of innovation practice. The more effectively that learnings can be captured and shared by the innovation ecosystem, the more novel and useful the innovation that may be generated.

Skills and ability Involved employees and actors need a shared language, a shared understanding of the innovation operations and the relevant problem field and access to diverse knowledge bases and experiences.

Monitor and evaluation The benefits from innovation need to be continuously monitored and measured. Measuring should be both on a detail level for each innovation, as well as the ROI from the entire innovation model and all activities as a whole. M&E need to combined both, process indicators, outcome indicators and benchmark of enabling factors.

Partners When being ambitious about innovation it is not expected that the sufficient expertise will be or can be attracted to working for the organisation. Instead it is crucial to build an ecosystem of valuable partners and enable playgrounds where co-creation can occur.

Frame   Ideate   Test   Scale

Learning loop

Learning

How is innovation different from standard programming?

In most standard programming, the causal pathway between the activities and the outputs and outcomes are often well-understood and often spelled out in a theory of change. They are based on experience, research and/or evaluations. In an innovation process - since we are doing something new, experimenting - the results are unknown and we might fail. It should be noted that creating something new does not require the invention of something completely new to the world. An innovative solution might very well have been tested elsewhere and proven successful. Applying a tested tool in a new context, if the parameters are significantly different, can still be deemed innovative.

When working with innovation, although we might have ideas about potential results and should create a theory of change around it, we rely on unproven hypotheses until we test them. Therefore, when embarking on an innovation process, we are often faced with the unknown and do not have a guarantee that the idea for improvement will work and achieve the expected results. Instead, we would aim to learn and readjust[5].

It might sometimes be difficult to distinguish between innovation and standard programming, as the degree to which an initiative is known to have certain results is often more of a continuum than an either/or situation. As the image below demonstrates, in 'adaptive programming', an organisation adapts a solution used by others in the sector. In 'adaptation-driven innovation', a solution that is new to the sector is brought in and adapted to a specific area in the sector. 'Invention-driven innovation' refers to creating something completely new that has not previously been tried out in other sectors, and this method therefore comes with the greatest degree of risk and uncertainty[5].

PROGRAMMING   **ADAPTATION**   **INNOVATION**

INVENTION

1 Standard Programming
Known by sector
Known by organisation

2 Adaptive Programming
Known to sector
New to organisation or context

3 Adaptation-driven Innovation
Unknown to sector

4 Invention-driven Innovation
Unknown both within and outside sector

DEGREE OF UNCERTAINTY

5. Obrecht, A. and T. Warner, A. (2016, p. 17-18) 'More than just luck: Innovation in humanitarian action'. HIF/ ALNAP Study. London: ALNAP/ODI.

DRC innovation management model v1.0

This section outlines a process model version 1.0 for innovation in the DRC. The DRC has already been involved in many innovation initiatives. The process model presented here serves to provide a framework and a common reference point for all these initiatives, clarifying the process and expectations from the activities as well as ensuring synergies and the best possible output from the initiatives.

The model outlines a process that innovation initiatives and innovation projects go through, a clarification of roles and responsibilities, as well as indicators for progress and quality in the process. For concrete methods and tools that may be used in the process, and tips on how to include it in your daily work, please read the *DRC Innovation Toolbox*.

The innovation process will not always be followed from start to end. When working with partners, the DRC may, on many occasions, only contribute to parts of the innovation process. This may occur when external partners have already invented a new solution and the DRC will be onboarded for the feasibility assessment and testing in live context. On other occasions, the DRC may contribute with knowledge and input to an ideation process, but later leave it up to the other partners to take the best ideas further. Regardless of when in the process the DRC is involved, however, the quality of preceding and successive process steps as well as who will carry them forward, need to be assessed, in order to ensure maximum impact of the activities engaged in.

The process

The innovation process in the DRC is divided into four steps, with two sub-steps in the first and last phases (see figure below). In the *DRC Innovation Toolbox*, you will find a detailed description for each of the steps including the activities it includes, recommended tools and methods you may use in your daily work, and advice based on best practice in innovation management.

The innovation process as "how we work"

The innovation process does not have to be a separate process, disconnected from other activities in the DRC. Many of the process steps may be incorporated in current planning and operational practices. In the *DRC Innovation Toolbox*, you can read about how to mainstream innovation methods into regular programming.
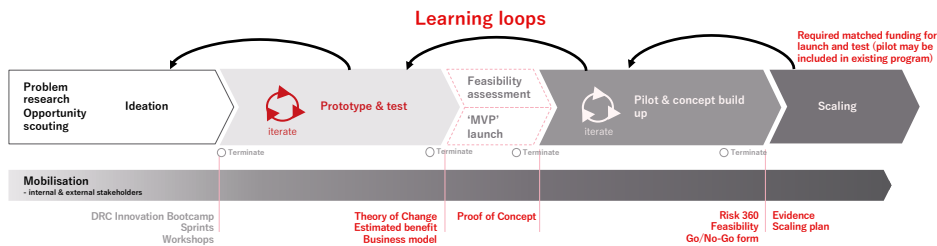
Quality gates

In the process described above, there are four gates illustrated by the red lines in the figure on the previous page. The gates represent points for follow-up on an innovation, and assessment of whether it is fulfilling the requirements necessary to continue. It is important to continually assess whether innovation initiatives still fulfil the predictions of improved outcomes or whether resources would be better spent on other activities and/or projects. In the *DRC Innovation Toolbox*, you can, for each of the stages, see a list of expected output, and under the heading monitor and evaluation in this guide you can read the quality criteria for each of the gates.

On the following pages you may read the roles and responsibilities in the innovation process. In terms of managing the gates, *Country manager/Head of Region* and *Thematic Lead* are to inform the *Innovation Lead* on how innovations are progressing through the process, and when gates are completed. If the required quality and expected outputs are not achieved to pass to the next gate, the Thematic Lead(s), the Country Manager or Head of Region, Innovation Lead and other relevant colleagues should discuss and may in collaboration decide to either continue the iteration and re-design of the innovative solution, or to terminate the project and reallocate resources.

Who is involved in evaluating the quality of each gate will depend on the nature of the innovation initiative (e.g. whether the project is incremental or more radical in nature and on the size of investment). It is still to be determined which gates are soft and which are hard and which the criteria this will be evaluated against. It will e.g. depend on where on the "incremental-radical innovation spectrum the innovation is as well as the size of the investment.

Remember that not all innovations need to succeed; perhaps resources would be better spent on other ideas that may have greater potential for success and may face fewer barriers.

The internal international innovation pool

- See the *DRC Innovation Toolbox* for a description of the internal innovation pool
- See the *DRC Innovation Toolboox* for the application form for the innovation pool.
- The framework of the international innovation pool is still work in progress. Final format is still to be determined.
- Please contact the Innovation Lead for any questions or support.

How to fund the activities

The DANIDA SP funds for innovation, coordinated by the Innovation Lead, will primarily be used to finance activities at the beginning of the process. These are Research & Development-like activities such as research, ideation, co-creation with partners, feasibility studies, etc. In the process model, a pilot project or initiative should, as soon as it enters the piloting phase, be expected to be incorporated into existing programs and/or be financed by a separate project application. The SP funds may still be used to fund, for example, technical capacity development, research and evidence-building etc. in relation to an innovation pilot project, but this needs to be matched by other funds for the launch and running of the pilot project.

The reason for the co-funding requirement for pilot projects is partly to enable several pilots and tests to run without draining the existing SP innovation funds. Even more importantly, however, it is important to give the potential innovation or invention a "home" and anchor it in the organisations and programs where it may generate value going forward.

Some of the SP funds are recommended to be put into an internal innovation pool to which anyone in the DRC can apply for an innovation activity. Such an internal innovation pool was launched in 2018, and the recommendation is to continue this model. The purpose of the activities funded by the internal innovation pool is to learn the discipline of innovation as well as explore new opportunities. Useful output generated should preferably either be fed into the innovation priority areas of Forecast-Based Action, health innovation and innovative financing mechanisms and new business models, led by the Thematic Leads and/or incorporated into existing DRC programs. Besides from the SP funds, DRC should continue to identify innovation funding and partnership opportunities from traditional donors and organisations as well as from foundations, funds, and through private sector partnerships.

Capacity development activities

Aside from the concrete initiatives in the pipeline, there will be a number of activities with the purpose of supporting and enabling innovation, and to strengthen the ability and capability to pursue effective and impactful innovation projects that lead to improved outcomes. These will also be funded by the SP funds for innovation. The supporting and enabling activities are consolidated in the roadmap in Appendix 2. The roadmap is based on the recommendations from the assessment, as well as input from leadership level, HQ employees, and DRC delegates and representatives.

Photo: Tine Engedal

Roles and responsibilities

In the process model described above, and for the proposed roadmap found in Appendix 2, there are a number of roles with different responsibilities. Below is a description of each of them.
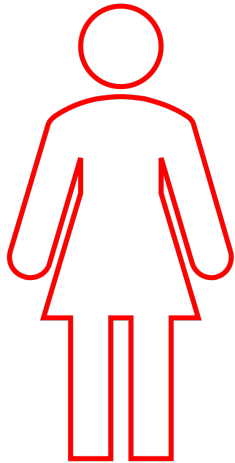
Thematic Lead

There are currently three thematic innovation portfolios following DRC's three innovation priority areas. There may be thematic overlap between the portfolios when relevant. Each is managed by a Thematic Lead who is responsible for the overall overview and to ensure progress in the portfolio, support budgeting, and to follow up on monitoring and evaluating of the projects. The Thematic Lead supports the field focal point (see next page) with preparing project documentation, donor reporting for the P&C Partnership/Donor Advisor, internal reporting, and sharing the lessons learned etc. but is not necessarily the main person responsible for carrying out the tasks. The Thematic Leads do, however, monitor the progress of their entire portfolio and ensure coordination and learning-capture across projects i.e. by using organisational procedures and matrix structures, as well as other relevant approaches and channels.

The Thematic Lead is also responsible for ensuring that new ideas and projects are continuously filled into their portfolio. Thus, for some activities, there may not be a Country Manager/Head of Region appointed for the project until it enters the piloting phase. In these cases, the Thematic Lead will carry out the tasks of the country manager and delegates until reaching the stage where a Country Manager/Head of Region is appointer. Thematic Leads should keep the Innovation Lead updated on new initiatives entering the pipeline.

Innovation Lead

The Innovation Lead is responsible for the overview of the entire portfolio and pipeline of innovation projects and activities, in collaboration with each of the Thematic Leads (see below). The Lead monitors the progress of the pipeline as a whole, facilitates coordination, and supports the reporting back to donors on the collected innovation activities and capability building. The Innovation Lead specifically keeps an eye on the balance of the portfolios across. The portfolios should not include too many projects at the beginning of the process, nor too many at the end, but rather a balance between phases. The portfolios should also reflect the priorities in the innovation strategy, balancing between the three focus areas and the desired split between high-bet projects and lower-bet projects, and long-term vs short-term initiatives. The Innovation Lead has the overall responsibility for administering the innovation budget and for the reporting thereof.

This role will furthermore provide technical support to all aspects of the innovation management system when needed, and support innovation efforts across departments in the whole of the DRC. Thus, the Innovation Lead is the main person responsible for managing the tasks and milestones outlined in the roadmap (Appendix 2) with support from management, relevant colleagues and/or external support, when needed. With support from Thematic Leads, the Innovation Lead also administers the internal international innovation pool. The final framework for the internal pool is still to be determined. Ideas or questions can always be directed to the Innovation Lead.
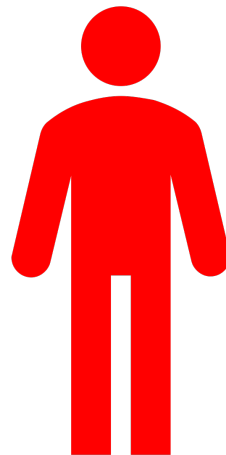
Country Manager/Head of Region

Each innovation initiative in the portfolio must be assigned a Country Manager/Head of Region as project owner. The purpose is to ensure project ownership in the operation and to ensure sufficient authority to bring initiatives to pilot and scale. The project owner should have an interest in the innovation, and see possibilities to include and apply it in their field of work. The project owner also has the mandate to ensure allocation of financial means or to apply for further financial means when reaching the piloting phase, as well as the mandate to reject or terminate any project if it is not showing the expected success or is no longer aligned to strategic priorities. The Country Manager/Head of Region has a technical reference line to the Thematic Leads.

The project owner thus has overall responsibility for the progress of the pilot project, even though operational tasks may be delegated to a delegate in country. The project owner ensures reporting back to the Thematic Lead on the progress of the pilot project. (For pilot projects co-financed by other program means, the project owner must also ensure relevant documents are submitted to P&C team such as submitting the Go-/No-Go form.)
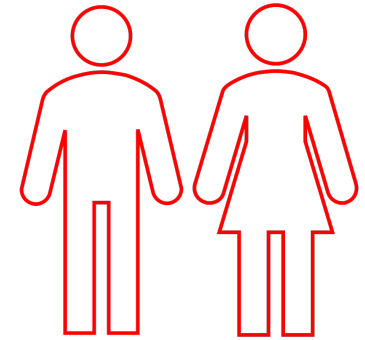
Delegate

A delegate may be assigned by the Country Manager/Head of Region to carry out the project management of a pilot project or activity. The delegate completes day-to-day activities and reports to the Country Manager/Head of Region.

Additional innovation roles

These additional roles are connected to DRCs priority areas for innovation and complement the respective teams. Their responsibilities will vary depending on the needs and strategies for the respective portfolios, e.g. ranging from supporting programme development and partnerships to project management of specific key initiatives.

International Director

The International Director has overall responsibility for the success and return of the DRC's innovation activities, however the responsibility is delegated to the Innovation Lead and Thematic Leads throughout the organisation. The International Director is kept informed about progress of the innovation portfolio and the development of the DRC's innovation capabilities in general. The International Director has the authority to change the management model for innovation and assign new roles and responsibilities, as well as to reprioritise the budget between activities and projects in the portfolio.

P&C and Portfolio teams

The P&C and Portfolio teams are responsible for developing and supporting functioning, secure and compliant procedures, hereunder a risk management system as well as M&E procedures for innovation. The P&C team works closely with the Innovation Lead in continuously adjusting and updating existing tools and guidelines as well as developing new ones when needed.
The Head of Partnership & Compliance is, as with any other project, also accountable for ensuring that the Go/No-Go Form is completed when relevant, and that an appraisal decision is made in coordination with relevant colleagues such as the relevant CM/HoR, technical advisors and the Innovation Lead and that the decision is communicated to all relevant parties before entering the piloting phase.

Matrices

The matrices are one of the primary learning disseminated and activated further in the organisation. The Thematic Leads share key learnings and progress within their thematic area with the relevant matrices and the Innovation Lead. The Matrices can always invite the Innovation Lead, the Thematic Lead and/or other innovation colleagues in to share ideas, challenges or ask for technical support.

Monitoring, Evaluation and Learning (MEL)

Continuous monitoring, evaluation and learning in humanitarian action in general is crucial to secure timely and appropriate prioritization of resources, and to improve performance and the impact generated. For innovation activities, it is even more important that continuously monitoring, evaluation and learning are undertaken, due to the uncertainty of outcome that innovation activities imply.

As with any MEL setup, the metrics monitored should align with the goals in the strategy, and should be as specific as possible in order to generate high-quality data for informed decisions. Thus, as the strategic direction for innovation in the DRC is continuously updated and redefined, metrics and monitoring should be adjusted.

Below is selected advice on how to monitor and evaluate innovation activities going forward. The metrics are divided into four categories. Categories 1 and 2 are monitored for each pilot project in the process, and serve to guide decisions about whether to continue a specific innovation projects and to monitor its efficient progression. Categories 3 and 4 are monitored on the entire portfolio as a whole, and serve to indicate the performance of the DRC's innovation activities as a whole.

MEL procedures for innovation will be further developed during spring and summer 2020.

Groups of monitoring indicators

Monitored for each activity in the portfolio

1. Quality of output at each phase in the process
2. Output success at each phase in the process

Monitored on the entire portfolio and system collectively

3. Innovation capabilities in the DRC and among its partners
4. Portfolio progress

Examples and explanations of how to monitor these four areas are provided on the following pages.

1. Quality of output at each phase in the process

The purpose of quality indicators is to ensure that the output generated at each gate in the innovation process are of high quality and are likely to lead to overall success of the innovation, rather than merely being a tick-box exercise. The quality indicators will show us if we are <u>managing the projects well</u>.

It is the country manager/head of region's and delegate's responsibility and discretion to ensure the quality of the output at each phase, but this is monitored by the Thematic Leads, Innovation Lead, and P&C team who may advise when increased quality is expected.

Gate 1
- The problem and the users' needs being addressed are accurately and well-identified, and backed up by evidence
- The innovative solution/tool/service is described with clear design criteria
- The ToC has been developed and specifies clear indicators for success and/or hypothesizes to validate proof of concept
- The project plan includes clear roles and responsibilities as well as estimated resources vs potential benefits as well as a realistic time plan
- The business model takes into account all relevant elements of the <u>Social Business Model Canvas</u>

Gate 2
- The live tests are conducted in a context that is identical or significantly similar to the context in which the innovation will be used
- The test has shown clear usability, and indicated value and/or appreciation from the intended users
- The ToC and Social Business Model Canvas is re-evaluated and updated if needed
- The pathway(s) to scale and the DRC's future role are identified

Gate 3
- The risk assessment addresses risk of failure as well as potential security, reputational and brand, financial, legal, political, relational, beneficiary-related, and employee risks.
- The feasibility study is conducted objectively and legitimately
- The ToC and Social Business Model Canvas are re-evaluated and updated if needed
- Considerations of pathways to scale are outlined
- Funding have been allocated for launching the pilot

Gate 4
- Documented successful launch of the innovation in real life setting
- The comparable value of the innovative solution/approach/service/tool is backed up by objective evidence
- There is a clear and attractive explanation for the concept of the innovative solution/approach/service/tool
- There is plan for scaling including incentives and disincentives to adoption as well as planned ways to facilitate uptake
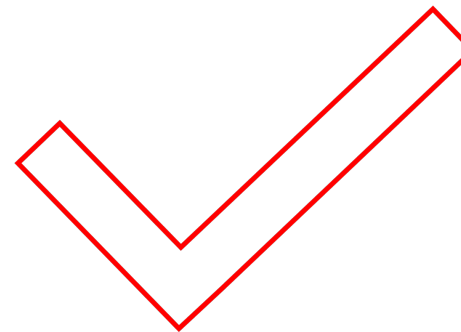
2. Output success at each phase

The purpose of monitoring output success is to monitor the projects and activities in the process on the likelihood of success. The output success indicators will show us if we are doing the right things.

As the Monitoring humanitarian innovation report by Alexandra T. Warner also states, "indicators of success are unique to each innovation and thus need to be developed for each project". The indicators for success are defined in the draft ToC in phase one. The indicators of success may be formulated as hypothesizes that are further confirmed or non-confirmed at each stage as the initiative evolves. Below are some examples of themes, for which indicators/hypotheses of success may be formulated:

- Partner commitment/buy in
- Indication for user adoption/acceptance
- Improvement of humanitarian performance
- Efficiency gains
- Problem relevance
- Validation of solution functionality
- Quality and reliability of solution
- Legal and governmental acceptance
- Fit with current structures, norms and procedures
- Ease of implementation

Some indicators for success may require a baseline to compare against. In some cases, previous baselines and endlines may be leveraged for developing such baselines. When reaching the pilot phase, if relevant, more precise baselines should be developed by collecting data from e.g. control groups not offered the innovative solution, secondary data, or by other means.
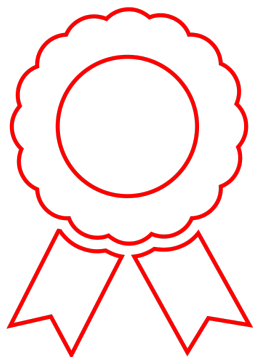
3. Innovation capabilities

The monitoring of innovation capabilities should be aligned with the planned roadmap (to be found in Appendix 2) of initiatives for building capabilities and the strategy for innovation defining the DRC's role. The monitoring of innovation capabilities will show how well we are enabling innovation. Below are recommended indicators for monitoring DRC innovation capabilities. There are several baseline and measuring tools available on the market both for free and priced solutions.

To mention a few:

- The humanitarian innovation guide enabling factors assessment questions and diagram
- The UN innovation toolkit diagnostics – require you to register as user
- The AIM innovation system maturity assessment
- Innovation 360O framework and platform

However, the data may also be gathered by simple surveys, through questions in the annual reporting template, and by monitoring the output from activities for capability development. The innovation management system framework (on page 8) may serve as a guide to which areas to consider when measuring and monitoring innovation capabilities.

Below are a few examples of qualitative and quantitative indicators to monitor maturity and capability to run innovation:

Qualitative:
- An organisation-wide definition of innovation.
- A strategy for innovation that is well-understood and communicated across the organisation
- Key stakeholders across the organisation are actively involved in continuing to develop our strategic approach to innovation
- Leadership demonstrate the right innovation-focused behaviours for everyone to follow
- Innovation-focused risk is encouraged at all levels of the organisation
- The reward and incentive system motivates and/or encourages creativity and entrepreneurial thinking
- There is an open culture of collaboration between teams and support functions working on innovative initiatives
- The evaluation and investment criteria that guide decision making throughout the innovation process

OBS!

Please note that the metrics and indicators listed only concern the ability to generate results within innovation. For any innovation pilot projects that are also part of other programs and projects, these pilots should report within existing reporting structures within the DRC. Further work will be put into aligning reporting structures and procedures going forward.

Quantitative:
- No. of colleagues involved in innovation activities (and thus building innovation capability)
- No. of relevant applications for internal innovation pool
- Employees involved in learning activities based on innovation experiences
- No. of country offices reporting having engaged in innovation activities
- No. of employees and partners who feel they know what to do to take action on their own innovative ideas
- Ratio of employees and partners reporting they now how to do and who to approach if they have an idea they would like to take to scale
- Types and number of external partners involved in innovation activities

4. Portfolio progress

The portfolio progress indicators serves the purpose of measuring the collective success of the entire portfolio of innovation projects in the pipeline. While the output success monitors the success of each individual project, the portfolio measures the effectiveness and output from the portfolio as a whole, and aims to show whether we are using are resources efficiently.

The portfolio progress indicators are mainly quantitative, and are sometimes compared with the invested resources. The portfolio progress indicators will be far easier to monitor if a shared portfolio overview is generated. A portfolio overview may be developed using internal resources and available Microsoft Office tools such as Excel, Trello, Planner, etc., but there are also user-friendly tools available on the market such as ideanote.io and similar. As soon as some of the pilot projects reach the final gate of the DRC innovation process model, impact will also be monitored and reported on.

## Example of portfolio progress metrics
Measured at end of the process when reaching scale

- No. of experiments and pilot projects conducted (whole pipeline)
- Turnover rate – how many projects continue to next phase vs how many are discontinued
- Validation/learning velocity - average time (calendar) and resources (budget) spent at each phase

Example of impact metrics
measured at end of the process when reaching scale

- No. of beneficiaries reached with the innovative tool, solution or service
- Adoption rate
- Comparable improved outcome
- Cost savings
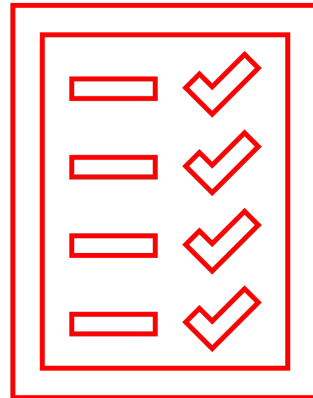
What about novelty

As also addressed in the report 'Evaluating Humanitarian Innovation', written by Alice Obrecht, many donors and organizations have a desire to direct funds towards projects that are 'truly' innovative. Therefore, it may be tempting to implement metrics monitoring uniqueness and novelty of the innovations. However, "uniqueness is ill-suited as an evaluative criterion because novelty or uniqueness is never a valued characteristic of an innovation in itself: innovators are not engaged in innovation 'for the sake of innovation' but for the sake of achieving broader aims. While the feature of uniqueness is helpful for evaluators to bear in mind when understanding the degree of innovation the project they are assessing offers, it should not be used as an evaluative criterion".[6]

6. Evaluating Humanitarian Innovation - Alice Obrecht
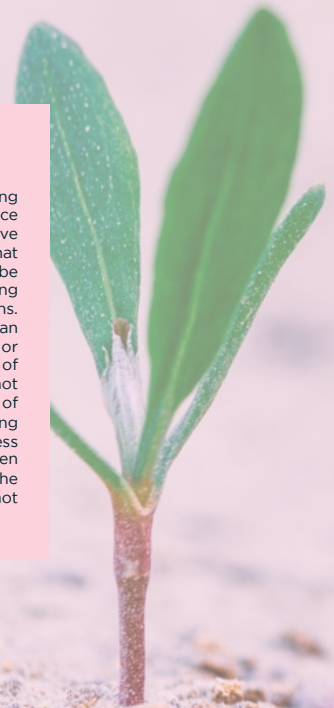
Appendix 1
Glossary of key innovation terms

- **End user** – those who will be the primary user of the tool (may not be the primary beneficiary)

- **(An) Innovation** - something new or different introduced

- **(An) Invention** - a new, useful process, machine, improvement, etc., that did not exist previously and that is recognized as the product of some unique intuition or genius, as distinguished from ordinary mechanical skill or craftsmanship

- **Innovation** - the act of innovating; introduction of new things or methods

- **Innovation activity** – any activity spent time on in order to directly or indirectly generate innovation; a concrete pilot, project, test or scaling; may also be activities aimed at strengthening enabling factors such as Hackathons, trainings etc.

- **Iteration** - a problem-solving method in which a succession of solutions are launched, each building on the one preceding, and the learnings therefrom are used to achieve a desired degree of accuracy

- **Minimum viable product or solution (MVP/MVS)** - the simplest product or solution (and least expensive) that nevertheless contains all the core components that have been identified as necessary and can therefore be piloted effectively

- **Pilot** – an innovation project focusing on a creating, building, testing, mobilizing and scaling a specific invention or innovation

- **Enabling factor** – all the factors not directly related to one pilot but needed for innovation to flourish in general; the enabling factors are visualised in the figure om page eight *The Innovation Management system*

- **Portfolio** – the collected sum of pilot projects (not innovation activities that strengthen the enabling factors); the portfolio often also visualises the invested resources and expected outcomes from the pilots

- **Prototype** - a concept or a solution that demonstrates the functionality of the innovation, but does not have to work at all

- **A proof-of-concept** - evidence, typically deriving from an experiment or pilot project, which demonstrates that a design concept, business proposal, etc. is feasible

- **Pipeline** – the portfolio of pilot projects divided into stages in the innovation process

- **Innovation management** – the discipline of building and maintaining a functioning and effective innovation management system; see the Innovation Management system framework on page eight

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