




Goal: Ensuring the enabling environment is strong enough in the setting to make possible an innovation process that can follow the Common Design Principals

M&E Priorities: Gather sufficiently detailed information that decision-takers can accurately project the strengths and weaknesses of the enabling environment, and whether necessary changes can be made





Phase 1: Enabling

-  **Study 1.** The enabling environment
-  **Study 2.** Solutions needed
-  **Review 1.** Should it proceed to prototyping?

Goal: ‘Physically’ developing the innovation and bringing it to a level of technical adequacy that a decision can be made about whether to advance to the piloting stage

M&E Priorities: 1. Developing, via hands-on testing, an innovation responding to key design parameters and 2. Accurately assessing whether it can function properly in the host setting








Phase 2: Prototyping

-  **Review 2.** The role of innovation in the program:
-  **Study 3.** Innovative solutions
-  **Research 1.** A prototype innovation
-  **Review 3.** Should it advance to piloting?

Goal: Calculating how innovation performs in real world conditions through a trial test in a limited but genuine operational context. If unsatisfactory in the first pilot, refine and re-pilot until success standards are met

M&E Priorities: Designing and executing a research plan that measures whether the innovation succeeds in doing what it has been designed to do *as an innovation*. The at scale implementation (next phase) will define success against larger program goals.



Phase 3: Piloting

-  **Review 4.** What does success mean for the innovation?
-  **Evaluation 1.** How will innovation performance be measured?
-  **Study 4.** The pre-innovation baseline, including in comparison areas
-  **Research 2.** Pilot implementation, with adjustments
-  **Monitoring 1.** Costs, activities, outputs
-  **Study 5.** Endline survey and user feedback
-  **Review 5.** Should it go to scale?

Goals: 1. Expanding the innovation to a large scale across the full variety of conditions it must face in the country and adjusting it so it can flourish under different contexts; and 2. Achieving changes in the larger program goals due to the effects of the innovation and any other program/contextual changes that have been made

M&E Priorities: 1. Designing and executing a monitoring and evaluation plan that measures innovation performance at the larger scale, and 2. Measuring the changes in program outcomes and impacts through methods that allow causality to be established, including the changes due to the innovation.







Phase 4: Implementing

-  **Review 6.** What is at-scale success and how will innovation affect program outcomes?
-  **Evaluation 2.** How will at-scale performance be measured?
-  **Study 6.** The at-scale baseline, including in comparison areas
-  **Research 3.** At-scale implementation and adjustments
-  **Monitoring 2.** Costs, outcomes, unintended consequences
-  **Evaluation 3.** Program effectiveness and how much of it is due to the innovation
-  **Review 7.** Program performance compared to other options

Goal: Withdrawing UNICEF support as part of a transition to long term national management; achieving this while continuing to realize the program benefits and re-capitalizing the system as needed (i.e. human, technical, financial capital)

M&E Priorities: 1. Determining if results continue over time and at the same level of efficiency, and placing information in decision makers’ hands to enable shifts if problems are seen, and 2. Exploring larger issues that only become clear over a longer time span, both for national managerial needs and for global learning.

Phase 5: Sustaining

-  **Review 8.** How can long-term sustainability be measured?
-  **Evaluation 4.** Identifying certain and contingent M&E efforts
-  **Monitoring 3.** Ongoing performance; capital replacement
-  **Study 7.** Ongoing results; slippage
-  **Research 4.** Spinoffs and economic costs and benefits
-  **Review 9.** Periodic reviews and adjustments

