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

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

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 <u>as an innovation</u>. The at scale implementation (next phase) will define success against larger program goals.

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.

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 1: Enabling

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

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?

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?

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

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

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:

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. Develop, via hands-on testing, an innovation responding to key design parameters **and** 2. Accurately assess whether it can function properly in the host setting.

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 plar that measures whether the innovation succeeds in doin what it has been designed to do as an innovation. The a scale implementation (next phase) will define success against larger program goals.

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 2: Prototyping

Review 2. The role of innovation in the program: Establish the role the innovation will play in a project/program, including the objectives of that program. Based on this overall programmatic sense, determine the parameters that must be met by the designers as they develop prototypes. These parameters can be broken down into segments such as:

- Technical (e.g. telecom specifications; power consumption; reliability)
- Cost (though these might be better established later)
- Social (e.g. ease of use)
- Ethics. (e.g. maintaining anonymity of users, if important)
- Managerial (e.g. required knowledge by users, supervisors, etc)

Study 3. <u>Innovative solutions</u>: Identify potential solutions to the problem for which an innovative response is desired, looking at both national and international possibilities

Research 1. A prototype innovation: Develop the innovation and refine it through an iterative process so it appears to be maximally adapted to the environment of the nation

Review 3. Should it advance to piloting?: Judge how well the innovation has met the minimum requirements set in the design phase; if so, decide whether it should advance to the pilot stage.

Phase 3: Piloting

Review 4. What does success mean for the innovation?: Key stakeholders determine the objectives of the pilot and therefore what needs to be measured in the pilot phase, and what standards will constitute success. There can be many objectives, including but not limited to the following:

- It's technical functionality in real world conditions
- How well it is integrated into the ministries etc that must use it; user acceptability
- Whether there are any unintended consequences

Evaluation 1. How will innovation performance be measured?: Based on review 4, establish an M&E framework for the pilot that details how necessary information will be collected, who will do it by when, etc.

**Critically, to determine if the innovation will be compared to other innovations or existing practices trying to achieve the same goals. If so, to plan the research design in an experimental fashion to allow comparisons.

Study 4. The pre-innovation baseline, including in comparison areas: Collect baseline data for the target area or population before the innovation begins; if called for, collect baseline data from comparison areas or groups.

Research 2. Pilot implementation, with adjustments:
Implement the project or program with the innovation embedded. If necessary, make adjustments in the innovation as needed while making sure to record all changes. In effect, the research phase can make as many adjustments as needed.

Monitoring 1. Costs, activities, outputs: Collect various data that needs to be gathered multiple times, especially via routine information systems or visits. The items can vary, but often include:

- Costs/expenses/revenues
- Activities e.g. trainings conducted; number of calls made; shipments
- Outputs e.g. repairs made/time taken; participant feedback

Study 5. Endline survey and user feedback: Endline survey [repeat of baseline] and, if needed, a companion qualitative survey on user feedback and unintended consequences

Review 5. Should it go to scale?: Stakeholder assessment based on all information, covering the issues identified in initial review and the evaluation planning. In essence: is it doing what it supposed to do, at acceptable cost and without negative consequences, at least as well or better than any other option?

Phase 4: Implementing

Review 6. What is at-scale success and how will innovation affect program outcomes?: Key stakeholders determine the objectives of the at-scale expansion and therefore what needs to be measured and what standards will constitute success. While the innovation indicators can be carried forward from the pilot phase, the critical additionality is to determine the program outcomes sought, and how the innovation should affect them. They can also be cross-cutting outcomes like participation.

Evaluation 2. How will at-scale performance be measured?:

Based on review 6, update the M&E framework for the at-scale implementation that details how necessary information will be collected, who will do it by when, etc. As in the pilot phase, to determine if a comparative experimental approach is needed.

Study 6. The at-scale baseline, including in comparison areas:
Collect baseline data for the target area or population before
the at-scale implementation begins; if called for, collect
baseline data from comparison areas or groups.

Research 3. At-scale implementation and adjustments:
Implement the project or program with the innovation embedded. If necessary, make adjustments in the innovation as needed while making sure to record all changes.

Monitoring 2. Costs, outcomes, unintended consequences:
Collect various data that needs to be gathered multiple times, especially via routine information systems or visits.
The items can vary, but often include:

- The same items collected at the pilot phase, but at scale
- Program outcomes, even if distant from the innovation
- Unintended consequences identified in the pilot phase

Evaluation 3. Program effectiveness how much of it is due to innovation: One or more data gathering and analytic efforts are conducted (e.g. endline survey; qualitative survey on user feedback and unintended consequences; special studies on costs and benefits; collection of data from monitoring systems, MICS etc). Within this—depending on the methods—plausible links are drawn between the innovation and the program results.

Review 7. <u>Program performance compared to other options</u>: Stakeholder assessment based on all information. In essence: is the program succeeding; at acceptable cost and without negative consequences, at least as well or better than any other option? What part of the success or the problems can be attributed to the innovation?

Goal: Withdrawing UNICEF support as part of a transition to long term national management; achieving this while continuing to realize the program benefits and recapitalizing 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?: Key stakeholders determine the changes and the continuities that will need to occur to ensure long term sustainability, and thereby set objectives for M&E. Also, to identify potential threats or opportunities that arise in the long term that will merit observation. Based on these deliberations, set objectives for the M&E element of the program.

Evaluation 4. <u>Identifying certain and contingent M&E efforts:</u>
Based on review 8, establish an M&E framework for the sustainability years that details how necessary information will be collected, who will do it by when, etc. **Critically, this plan, unlike the earlier phases, will have a high degree of contingency. Certain M&E efforts will be undertaken only if 'red flags' or other triggers appear.

Monitoring 3. Ongoing performance; capital replacement: Continuation of data gathering of proven indicators from established systems. Addition of new items/systems according to the M&E plan. Typical additions would include the following:

- Capital collection and replacement (e.g. funds available to replace worn out infrastructure; existence and completeness of repair supplies and networks)
- Replacement and skill level of human capital

Study 7. Ongoing results; slippage: One or more studies according to the M&E needs; studies might be largely or completely contingent on triggers. The most common studies would be for the following reasons:

- Repeat of the endline survey, to determine if the usage levels etc. continue
- Special surveys to investigate reasons for slippage (e.g. abandonment, disrepair etc.)

Research 4. Spinoffs and economic costs and benefits: One or more new efforts to investigate hypotheses that can only be examined once a certain time has gone by. Nothing is mandated, but common research concerns are:

- Whether unplanned spinoff innovations or derivative unforeseen benefits are emerging
- The economic costs and benefits of the innovation on various stakeholders

Review 9. <u>Periodic reviews and adjustments</u>: Periodic, data based discussions among stakeholders looking at the variety of information gathered from the monitoring, studies, and research. Based on what is revealed, program adjustments can be made, with accompanying M&E adjustments, and a new cycle begins.



Study 1. The enabling environment: A single or a suite of small studies looking in particular at: a) The existing ecosystem; b) social acceptability of designing with the user/access; c) legal/regulatory framework (open standards, open source; confidentiality etc)

Study 2. <u>Solutions needed</u>: Priority problems for which an innovative solution is sought

Review 1. Should it proceed to prototyping?: Whether the environment is conducive for innovation; what weaknesses need to be addressed; whether to shore up the weaknesses before continuing; prime candidates for innovation.