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HIGHER EDUCATION SOLUTIONS NETWORK - QUARTERLY REPORT

Massachusetts Institute of Technology
International Development Innovation Network
AGREEMENT NO. AID-OAA-A-12-00095

SUBMITTED: APRIL 30, 2013
REPORTING PERIOD: JANUARY 1, 2013 to MARCH 31, 2013

This publication was produced for review by the United States Agency for International Development. It was prepared by Amy Smith, Principal Investigator, D-Lab, Massachusetts Institute of Technology

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Acronyms

3IE	International Initiative for Impact Evaluation
ADE	Affordable Design and Entrepreneurship at Olin College
AOR	Agreement Officer Representative
CASE	Center for the Advancement of Sustainable Enterprise
CCB	Creative Capacity Building
CSU	Colorado State University
ECHO	Educational Concerns for Hunger Organization
GSSE MBA	Global Social and Sustainable Enterprise MBA at CSU
HESN	Higher Education Solutions Network
HortCRSP	Horticulture Collaborative Research Support Program
IDDS	International Development Design Summit
IDE	International Development Enterprises
IDIN	International Development Innovation Network
IFPRI	International Food Policy Research Group
ITTU	Intermediate Technology Transfer Unit
KNUST	Kwame Nkrumah University of Science and Technology (Kumasi, Ghana)
MIT	Massachusetts Institute of Technology
NEVA	New Economy Venture Accelerator
NTBC	National Technology Business Centre (Lusaka, Zambia)
NRDC	Natural Resources Development College (Lusaka, Zambia)
PIET	Program for International Energy technologies
SAIS	Southern African Innovation Support
SEMBAA	Sustainable Enterprise MBA's for Africa
UC Davis	University of California, Davis
USADF	United States African Development Foundation
USIU	United States International University (Nairobi, Kenya)

Executive Summary

This Quarterly Report details the International Development Innovation Network (IDIN) Year One, Quarter Two (Y1Q2) activities, highlights and results. Y1Q2 objectives focused primarily on growing programmatic infrastructure, finalizing sub-award agreements with consortium partners, the 2013 IDDS-Zambia summit and the drafting of its monitoring and evaluation (M&E) framework. This was also a quarter that saw significant student engagement and fieldwork.

During Y1Q2, IDIN continued to build its infrastructural program support, which greatly contributed to the improved running of the program, having hired the following individuals: Nai Kalema, IDIN Administrative Assistant at Massachusetts Institute of Technology (MIT); Sharmarke Osman, IDIN Financial and Program Administrator at MIT; Jona Repishti, IDIN Network Coordinator at MIT; and Elizabeth Hoffecker Moreno, IDIN Graduate Research Assistant. Additionally, Kofi Taha, Associate Director of D-Lab, was appointed the IDIN Innovation Center Coordinator. Also, the IDIN consortium partners hired the following individuals: Shelby Sack, GSSE administrator at Colorado State University (CSU), with 50% her effort directed for IDIN; Carl Jensen, IDIN Graduate Fellow at University of California, Davis (UC Davis) and three Research Fellows at Franklin Olin College of Engineering (Olin). Currently, IDIN at MIT continues to hire for two more IDIN positions.

A highlight of Y1Q2 included the first IDIN Consortium Partners meeting in Washington, DC, which took place from March 20 – 21, 2013; A shared vision and organizational structure were formed at that initial IDIN Consortium Meeting. Also, Olin hosted a campus-wide IDIN launch event on its college. Additionally, CSU hosted Dr. Frieda Brown, Chancellor of United States International University, Nairobi, Kenya (USIU) at the Center for Sustainable Enterprise (CASE) at its Board Meeting in March 2013. CSU's New Economy Venture Accelerator (NEVA) hosted a social entrepreneur networking event with over one-hundred-and-fifty in attendance at a hotel in downtown Nairobi, Kenya in February 2013.

During Y1Q2 IDIN continued to lay the groundwork for its 2013 International Development Design Summit (IDDS) to be held in Lusaka, Zambia. An intense capacity building training session was held for the lead organizers of the Zambian local organizing committee following the IDIN Consortium Meeting.

From the IDIN Consortium, Y1Q2 included the following publications, written and/or published by IDIN members: the case study "*Ayzh at a Crossroads: Maternal Health for Whom*", written by Zubaida Bai and Asad Aziz¹; and the article "*Innovation and Stagnation among Ghana's Technical Artisans*", written by Anna Waldman-Brown, George Obeng and Yaw Adu-Gyamfi². In addition, a story on CSU's Sustainable Enterprise MBA's for Africa (SEMBAA) was featured on its business school blog³.

Y1Q2 also saw significant student engagement and field work. In January, student teams from Olin College and MIT travelled to Brazil, Ghana, India, Tanzania and Zambia to work on projects with IDIN network members. The faculty advisors of these trips met with staff at the USAID missions in Ghana, India and Zambia.

¹ Bai and Aziz, both from CSU, won third place in the Next Billion Case Writing Competition for this case study. (<http://www.globalens.com/casedetail.aspx?cid=1429329>).

² This article was selected for presentation at the 2013 International Association of Management of Technology conference on Science, Technology and Innovation in the Emerging Market Economies. Dr. George Obeng, IDIN Principle Investigator (PI) from Kwame Nkrumah University of Science and Technology (KNUST).

³ Found here at this [link: http://blog.biz.colostate.edu/2013/03/27/wow-kenya/](http://blog.biz.colostate.edu/2013/03/27/wow-kenya/).

Part I: Major Milestones and Events Completed

I.1. Milestones

The following people have been hired to join the International Development Innovation Network (IDIN) program and have contributed greatly to the improved running of the program:

- Nai Kalema hired as IDIN Administrative Assistant at Massachusetts Institute of Technology (MIT)
- Sharmarke Osman hired as IDIN Financial and Program Administrator at MIT
- Jona Repishti hired as IDIN Network Coordinator at MIT
- Elizabeth Hoffecker Moreno hired as IDIN graduate Research Assistant at MIT
- Shelby Sack appointed as full time GSSE administrator at Colorado State University (CSU) with 50% effort for IDIN
- Carl Jensen hired as IDIN graduate Fellow at University of California, Davis (UC Davis)
- Three IDIN undergraduate research fellows hired at Franklin Olin College of Engineering (Olin)

The host site was chosen and participants were selected for IDDS Zambia. An intense capacity building training session was held for the lead organizers of the Zambian organizing committee.

A shared vision and organizational structure were formed at the IDIN Consortium Meeting.

The draft results framework was developed in preparation of the Lab Director's meeting.

Over 100 students engaged in IDIN projects during the quarter, 55 of whom traveled to work with IDDS alumni on projects in the field.

I.2. Events

The IDIN Consortium held several events during the second quarter:

- From March 19 to March 21, 2013, MIT hosted the IDIN Consortium in Washington, D.C.
- Olin hosted a campus-wide IDIN launch event
- During the March 2013 CSU Board Meeting, CSU hosted Dr. Frieda Brown, Chancellor of United States International University, Nairobi, Kenya (USIU) at the Center for The Advancement of Sustainable Enterprise.
- In February 2013, CSU's New Economy Venture Accelerator (NEVA) hosted a social entrepreneur networking event with over 150 in attendance at a hotel in Nairobi, Kenya
- National Technology Business Centre (NTBC) hosted a IDDS Zambia launch event

I.3. Publications

The following publications were written and/or published by IDIN members during the second quarter:

The case study "*ayzh at a Crossroads: Maternal Health for Whom*", written by Zubaida Bai and Asad Aziz from CSU, won third place in the Next Billion Case Writing Competition. A link to the case can be found at: <http://www.globalens.com/casedetail.aspx?cid=1429329>

The article "*Innovation and Stagnation among Ghana's Technical Artisans*" written by Anna Waldman-Brown, George Obeng (the IDIN PI from KNUST) and Yaw Adu-Gyamfi was submitted to and was accepted for presentation at the 2013 International Association of Management of Technology conference on Science, Technology and Innovation in the Emerging Market Economies.

I.4. Communications

A story on the SEMBAA was featured on the CSU Business School blog and can be found at the following link: <http://blog.biz.colostate.edu/2013/03/27/wow-kenya/>

Part 2: Description of Key Activities

2.1. Quarter Objectives

During the second quarter, the IDIN Consortium engaged in activities in the four programmatic objectives as outlined in the work plan:

Objective 1: To build a global network of innovators that create solutions addressing issues of poverty

Objective 2: To create a network of innovation centers and venture accelerators that promote and support local innovation and entrepreneurship to develop and bring technologies to scale

Objective 3: To better understand the role of local innovation in the broader development context.

Objective 4: To engage students in development and prepare them to be the next generation of leaders in international development

2.2. Summary of Key Activities

The key activities from the second quarter are listed below by objective and reflect the timeline laid out in the most recent draft of the work plan.

Objective 1: Building the Network

Developing the infrastructure to implement the cooperative agreement

In the second quarter, significant progress was made in developing the administrative infrastructure to manage the network's activities and the relationships with United States Agency for International Development (USAID) and other members of the Higher Education Solutions Network (HESN). In January 2013, Nai Kalema was hired as the IDIN Administrative Assistant; and in February 2013, Sharmarke Osman was hired as the IDIN Financial and Program Administrator. This team has been working closely with the D-Lab Administrative Officer, Sue St Croix, and the Office of Sponsored Programs to put the systems in place that will ensure the smooth running of the grant. Shelby Sack and Jessica Rawley, both of whom working full time at Global Social and Sustainable Enterprise MBA at CSU (GSSE), manages CSU involvement with IDIN. Rakesh Pandey, hired as the Placement Officer at Olin, facilitates interactions between Olin students and IDIN network members.

The main administrative activity of the second quarter has been to negotiate the sub-award agreements with other members of the consortium. In January 2013, for each of the U.S.-based consortium members, initial drafts of their respective sub-award agreements were completed; and in March 2013, following additional negotiations, final drafts were completed. Early in Quarter 3, Year 1, it is hoped that these sub-award agreements will be signed and put into effect. Additionally, as progress continues to be made with the international sub-award agreements, it is hoped that these agreements are also completed during the upcoming quarter.

The next major administrative task was the development of the work plan. A draft was submitted to USAID in January, and comments were received in mid-March. A response to these comments was compiled and sent to USAID in late March and we hope to finalize the work plan in collaboration with the new AOR and have it approved in the third quarter.

IDIN made significant progress in establishing its programmatic infrastructure of IDIN, including a revision of its structure to include a council of coordinators, which includes the following: Innovation Center Coordinator, Monitoring, Evaluation and Learning (M, E & L) Coordinator, Network Coordinator, Summit Coordinator, and Lead Researcher, as well as the Principal Investigator and the Financial and Program Administrator. Kofi Taha, who had been leading the Innovation Center sub-committee, will serve as the Innovation Center Coordinator on a 50% appointment. The Network Coordinator position has been filled and Jona Repishti will be joining the IDIN staff officially on May 1. Job descriptions, search plans, and competency models were prepared for the Lead Researcher position and the M, E & L Coordinator. The Summit Coordinator search is ongoing, and we hope to have these positioned filled during the next quarter. In the mean time, the interim coordinators continue to fill in.

The development of a monitoring and evaluation plan was started during this quarter in collaboration with USAID staff. Although the M, E & L Coordinator has not yet been hired, graduate student Elizabeth Hoffecker-Moreno has been taking the lead on creating the results framework and the M & E plan and has been working with the HESN staff to move the project forward. This work will continue into the next quarter, and will benefit from the upcoming HESN Lab Directors meeting.

Finally, of particular importance to the work of the project, the first IDIN Consortium Meeting was held during this quarter in Washington, D.C. It was very successful, with all IDIN consortium members in attendance, as listed in listed in Table I.

Table 1: 2013 IDIN Consortium Meeting Attendees

Institution	Attendees
MIT	Amy Smith Daniel Mokrauer-Madden Elizabeth Hoffecker Moreno Nadia Elkordy Nai Kalema Sharmarke Osman Sue St. Croix
Franklin Olin College of Engineering	Benjamin Linder J. Oscar Mur-Miranda
Colorado State University	Carl Hammerdorfer Shelby Sack Jessica Rowley
University of California, Davis	Kurt Kornbluth Carl Jensen
University of São Paulo (Brazil)	Tereza Carvalho Miguel Chaves
Kwami Nkrumah University of Science and Technology (Ghana)	George Obeng Crossman Hormenoo
National Technology Business Centre (Zambia)	Jonathan Tambatamba Yvonne Mtumbi

This meeting was a great opportunity for the consortium members to come together, share their vision, discuss their roles and get to work. We were also fortunate that Ticora Jones, HESN Program Director, was able to attend for the majority of the first day to share information about HESN and USAID as well as providing insights during our discussions. During this meeting, all consortium members were actively engaged in several key activities:

- forming a draft of the organizational structure of IDIN
- brainstorming and consolidating 5-year visions, goals and objectives
- developing and prototyping a planning tool for determining roles and responsibility

In addition to the working sessions, there were several informative presentations: Sharmarke Osman and Sue St. Croix shared critical administrative and compliance information with the partners, Amy Smith gave a historic overview of IDDS and Jonathan Tambatamba and Yvonne Mtumbi presented the current state of IDDS Zambia. The agendas, presentations and other results of the meeting are found in Appendix A.

Following the Consortium Meeting, several members remained in Washington and additional meetings were held to discuss innovation center strategies; Build-It Module development; projects, site selection and curricular materials for the upcoming summit in Zambia; and the IDIN communication tools and strategies. Additional discussions were held around mapping the value of the network for each of the stakeholders, and building bridges between summits and IDIN partners. Minutes from all of these meetings have been put in the IDIN Google Drive. The consortium members all agreed that the combination of a formal meeting, followed by an opportunity for informal conversations was an effective way to structure the meeting, and all members are looking forward to next year's meeting.

Building capacity to increase the number of summits offered each year

In January 2013, MIT's D-Lab and Olin's ADE program staff were in the field, meeting with local organizing teams in Ghana, Tanzania and Zambia, to collaboratively discuss upcoming summits and identify the key activities and milestones in the planning for these events. In Ghana, Amy Smith and Benjamin Linder led the teams that worked with KNUST consortium members, as well as discussing opportunities for improving past summits and mechanisms to transfer greater ownership of summit events to local organizing teams and partners based in Ghana. In Arusha, Tanzania, led by IDDS alumna Rebecca Smith, a network of past IDDS participants discussed prospective host sites and local team development to build the foundation for organizing a summit there in July 2014. In Lusaka, Zambia, led by interim IDIN Program Manager Nadia Elkordy and former IDDS Coordinator Eric Reynolds, the D-Lab team met with a group of former IDDS participants and other institutional partners to actively plan the 2013 IDDS-Zambia summit. They worked with local organizing Zambian subcommittee to solidify the summit organizational structures used to facilitate engagement with the IDIN team based at MIT, so that each subcommittee was well-placed to find information on how things have been done at past IDDS summits and identify the strengths and weaknesses of methods used at previous summits.

Also during the month of January, the team in Zambia, led by Dr. Jonathan Tambatamba of the National Technology Business Centre (NTBC) began planning how they could engage other partners in southern

Africa in order to run annual summits in neighboring countries. NTBC worked to identify prospective hosts for future summits with the Southern African Innovation Support (SAIS) Programme, an initiative funded by Finnish government to strengthen ties across the Southern Africa region by that supporting innovation in Botswana, Mozambique, Namibia and Zambia.

Prior to the IDIN consortium meeting in March 2013, Dr. George Obeng and Crossman Hormenoo from KNUST came to Boston, MA to meet with Amy Smith and the IDDS staff at MIT as well as with Benjamin Linder and J. Oscar Mur-Miranda from Olin. Part of the conversation focused on identifying resources and partners in Ghana who could work with KNUST and their outreach partners at the Intermediate Technology Transfer Unit (ITTU) in order to plan a summit in 2014.

During the March 2013 IDIN Consortium Meeting, consortium members had several conversations exploring processes that could engage a broader team and to develop a strategy for allocating human resources in the running of future summits. Personnel from each of the consortium member institutions came together to discuss current mechanisms for running summits and build capacity in areas including participant selection, project identification, community identification, curriculum development, site logistics, and event management. Also, rich discussions led to the identification of areas for improvement and mechanisms to more easily scale this model as IDDS moves forward.

Also in March, Daniel Mokrauer-Madden met with Ben Linder to discuss tools that will enable the Summits team to share lessons learned, construct timelines and document project ownership. The system will be set up for a trial with the Zambia team and then refined during the third and fourth quarters.

The strategic planning for the long-term summit vision and volunteer engagement has been postponed until the permanent Summit Coordinator has been selected.

Organizing and running an expanded offering of summits

Under the leadership of Dr. Jonathan Tambatamba, the team in Zambia formed four primary sub-committees: Projects and Communities, Fundraising, Press and Public Relations, and Facilities and Workshops. In addition to these four subcommittees, additional subcommittees were added to work on tasks such as curriculum development, procurement, and accounting. The Projects and Communities team visited prospective field sites in Zambia, evaluating potential design challenges for IDDS participant teams could work on in local communities. The Fundraising team worked with the SAIS Programme to obtain additional funding and also coordinated with other external programs, companies and individuals based in Zambia to attract local financial support. The Press and Public Relations team worked extensively to nationally advertise 2013 IDDS-Zambia participant application in Zambia and organized a launch event to generate enthusiasm among local Zambian partners. The Facilities and Workshops team consulted with past IDDS organizing teams to identify facilities that were essential for the summit and then, visited organizations able to offer possible workspaces for the participant teams during the 2013 IDDS in Zambia. The team in Zambia also identified a host site for IDDS participants to stay at during the summit, are negotiating terms for use of the dormitories and classroom spaces at the Natural Resources Development College (NRDC) in Lusaka, Zambia.

During the month of January, the Zambian local organizing team, working in partnership with the MIT Summit team, opened applications for international organizers for the 2013 IDDS in Zambia. Together

the teams organized the selection of five international organizers from Africa and Latin America, including Caleb Nana Agyei, a KNUST university student based in Ghana, Mariana Negrao and Julio Lavallo, both former IDDS participants based in Sao Paulo, Brazil, and Wilio Albuquerque, a former IDDS participant also based in Brazil. These organizers are all past participants of IDDS that have remained very enthusiastic about helping out with summits and globally broadcasting IDDS participant applications, reviewing participant applications, providing feedback on how to improve the experience and develop the IDDS curriculum.

The participant application process was opened for IDDS Zambia, and between January and March, and we received 181 applications from 31 countries including 71 from southern Africa (52 from Zambia). As USAID is particularly interested in student engagement in IDIN, the student application information has been extracted and is included in Table 2. Students from consortium universities are indicated in **bold** font.

Table 2: Student Applications for IDDS Zambia

School	Country	Applied	Accepted	Names
CSU	USA	4	1	Andrew Kumar
KNUST	Ghana	6	1	Mubarak Mahamah
MIT	USA	1	0	
Olin	USA	6	2	Jared Kirschner, Rebecca Rifkin
UC Davis	USA	1	1	Carl Jensen
USP	Brazil	5	1	Guilherme Neves
Instituto Tecnológico de Aeronáutica	Brazil	1	1	Lucas Santana
Federal University of Campina Grande	Brazil	1	1	Tamyris Pereira
Pontifícia Universidade Católica	Brazil	1	0	
Universidade Federal de Pernambuco	Brazil	1	0	
Unicamp	Brazil	1	0	
Unisinos	Brazil	1	0	
University of Brasilia	Brazil	1	0	
National University of Colombia (UNC)	Colombia	2	0	
Mahindra United World College of India	India	1	1	Shanina van Gent
Moi University	Kenya	1	0	
University of Nairobi	Kenya	10	2	Samenjo Tondo, Michelle Ngure
Technische Universiteit Delft	Netherlands	1	0	
Information Technology University	Pakistan	3	0	
National University of Science and Technology (NUST)	Pakistan	1	0	
Virtual University of Pakistan	Pakistan	1	1	Sundas Munir Ahmed
Pontifical Catholic University of Peru	Peru	1	1	Daniel Jose Yokota
Korea Advanced Institute of Science and Technology	South Korea	3	1	Heewon Lee, Jungmin Yoon
Catalunya Polytechnic University (UPC)	Spain	1	1	Ana Carolina Pagliuso de Andrade

University of Girona	Spain	1	1	Deanna Hood
Swiss Federal Institute of Technology	Switzerland	1	0	
Cambridge University	UK	2	0	
University of Durham	UK	1	0	
Babson College	USA	2	0	
Cornell University	USA	1	1	Elana Liskovich
Colorado University, Boulder	USA	2	1	Abigale Stangl
Purdue University	USA	1	1	Andrea Exil
University of California, Berkeley	USA	1	0	
Wellesley	USA	1	0	
University of Botswana	Botswana	1	1	Thabiso Mashaba
University of Johannesburg	South Africa	1	TBD	
University of Venda	South Africa	5	TBD	
Arizona State University	USA	1	TBD	
National Institute for Public Administration	Zambia	1	TBD	
Nothern Technical College	Zambia	1	TBD	
University of Zambia	Zambia	5	TBD	

Prior to the initial IDIN Consortium Meeting in March 2013, George Obeng and Crossman Hormenoo from KNUST came to Boston to meet with Amy Smith and the staff at MIT as well as Ben Linder from Olin. The discussions focused on the possibility of hosting a four week summit in Ghana in January 2014. The planning would be difficult, due to the fact that classes will be happening during the summit so it will be harder to engage those students and also it will be harder to find accommodation for the participants, since the dormitories will be occupied. In Quarter-3, Obeng and Hormenoo will report back about the proposed time for the summit in May 2014.

The Tanzanian team has visited prospective hosts around Arusha and actively recruited team members to complement the skills they already have. During the 2013 IDDS-Zambia, Tanzanian participants were selected so that they gain experience in the IDDS-model and obtain perspectives on the organizational side of IDDS.

A committee has been formed with some past IDDS participants who work in the fields of maternal and neo-natal health to come up with a plan for a summit focused around those topics to be held in Arusha, Tanzania in late 2013. The Maternal Health summit will likely last about two weeks and there are four past participants who have been especially keen so far, including Zubaida Bai, the founder of Ayzh, which produces a clean birthing kit that they sell across India, Paulina Quiñones, who works on the Mama Natalie birthing simulator, David Sokal, a pediatrician and formerly of Family Health International, and Lisa Tacoronte, who is working with the World Childhood Foundation. The Maternal Health summit will be primarily organized by an international team, with some support from the Tanzanian Organizing Committee to further build its logistics and administrative capacity.

Building a database of innovators and innovations

During the month of January, the contact information for the participants at past design summits, was updated to allow IDIN staff and consortium members to follow up with them about their past projects as well as their current work. This will make it easier to engage them in network and research activities

moving forward. Work has begun to consolidate and document the innovations from previous summits so that we can easily follow up on how people have continued working on the projects after the summit. Additionally, D-Lab students at MIT have begun to collect videos to document stories from some of the innovators. Further development of the database and repository will continue to move forward with the recent hiring of Jona Repishti, IDIN Network Coordinator.

Developing a system for collaboration and communication

To facilitate communication and address the challenges of collaborating across numerous partners, Daniel Mokrauer-Madden has been working with Amit Gandhi, a graduate student at MIT, and Daisy Chang, a recent D-Lab graduate, to explore tools to make it easier for people to collaborate across the consortium. We have developed a system to organize and share our files with the IDIN Consortium on Google Drive™.

During the IDIN Consortium Meeting in March, Daniel worked with each of the IDIN Consortium PI's to familiarize them with the Google Drive™ system to help keep consortium members up to date on what each organization is working on and enable them to comment and foster discussion across the team. This system provides a basic mechanism for keeping all members up-to-date on network activities and to prevent the duplication of work on tasks. Additionally, a collection of mailing lists have been developed to facilitate communication within different committees and teams. As USAID continues to develop its collaboration and communication platforms, the communications committee will investigate new ways of more effectively integrating both communication systems.

Additionally, Ben Linder and J. Oscar Mur-Miranda, the Co-PI's at Olin, provided guidance for options for a easily navigable system that encourages people to contribute information about their projects and to foster discussions throughout the network. Furthermore, with the recent placement of the IDIN Network Coordinator, plans for networking tools will continue to develop in tandem with the overall strategic communication and collaboration plans on the network. At the consortium meeting, Ben Linder introduced a framework for managing roles and responsibilities for consortium member collaboration on summits, innovation centers and the network.

Engaging with USAID field missions and programs

This section has been moved to Part 4: USAID Engagement

Objective 2: Supporting the Network

Developing the innovation center model

While the Innovation Center Committee met regularly during the quarter, and the local committee in Brazil was meeting regularly to work on planning documents, progress was greatly hindered by the lack of an AOR to provide guidance on key policies and procedures that will affect the implementation of the innovation centers. One objective, namely identifying an institutional partner for the innovation center in Zambia, was achieved, but the sub-award process is still underway. As of the end of Quarter-2, the sub-award agreement for University of Sao Paulo in Brazil was in its final stages, the sub-award for KNUST was still in progress, and the process for our partner in Zambia, NTBC, just began. Accordingly, the only functioning local innovation center committee is in Brazil, and even here, the lack of a finalized award and an AOR has limited meaningful progress towards any of the second quarter objectives.

The Brazilian innovation center committee has been working to define the approach for a business model that will enable the center to be self-sustaining after three years of operation. Using the Business Model Canvas, the team has been identifying the customer segment, value proposition, channels and revenue streams that will make the IC self-sustaining. They have developed initial requirements for the site selection and investigated possible partnerships. Miguel Chaves reported on the work that they have done to date at the IDIN meeting in Washington, which helped to inspire and inform the newer innovation center committees from Ghana and Zambia. To gain information about other existing models, Benjamin Linder arranged a tour of the Artisan's Assylum, a large maker space in Somerville, MA for several IDDS organizers.

Setting up innovation centers

No progress was made on this activity during this quarter

Engaging the community and maintaining continued operation

No progress was made on this activity during this quarter

Establishing a grants program

The IDDS Grants Committee received ten proposals for microgrants and made decisions to fund nine of the projects as shown in Table 3.

Table 3: IDDS Microgrants

Name	Project	Requested	Granted
Julio Lavalle	Project Pipa - design and pilot of financial management ICT tool	2,000	2,000
Wilio Albuquerque	Ecobricks - further development and user testing of portable soil brick machine	1,600	1,600
Bernard Kiwia	Fruit Juicer development and village pilots via AISE	925	925
Jackie Stenson	Solar light - early stage product development and pilot distribution and consumer testing through Essmart	2,000	450
Suprio Das Laura Stupin Amit Gandhi	Zimba - incorporation of existing user feedback into chlorine doser design and purchase of mold for larger scale production	1,850	1,400
Aparna Ramanathan	Just Milk - initial clinical study of intermittent nipple shield use	2,000	1,225
Habib Anwar Zubaida Bai	Ayzh - impact of local versus centralized birthing kit manufacturing	1,000	1,000
Poso Kamanula	Traditional Weaving	1,600	900
Juliet Wanyiri	Weatherman data collection tool - development and pilot	1,600	500
Total		14,575	10,000

Funds for these grants came from the Bohemian Foundation. The response to this request for proposals for microgrants was so good that a second round that funds have been set aside for a second round of grants to be administered jointly by the New Economy Venture Accelerator (NEVA) and IDIN.

Establishing a New Economy Venture Accelerator in Nairobi

During this quarter, NEVA obtained student and faculty space at the USIU campus and assembled a Board of Directors. Scott Bellows, Director of NEVA in Nairobi, Kenya, developed educational content and guidelines for coaching venture teams and commenced offering broad entrepreneurship and business plan writing workshops every week with between forty and fifty students attending each week. Over one hundred individual and unique students have attended these classes.

Other mechanisms for Supporting the Network

Essential to the functioning of the network is the support of individual members as they pursue their projects, enterprises and visions for community development; the IDIN PI's play a critical role in this area. During this quarter, Prof. J. Oscar Mur-Miranda provided Ashley Thomas, an IDDS 2007 organizer working with *Innovations for Poverty Actions*, with advice regarding the design of an inexpensive sensor system to track chlorination at water points in Kenya. In March 2013, a group of IDIN experts, which included: Amy Smith, Ben Linder, Derek Brine, Eric Reynolds, Gwyn Jones, Harald Quintus-Bosz, Jesse Austin Breneman, Nathan Cooke, J. Oscar Mur-Miranda, Rebecca Smith, Victor Grau-Serrat, Rakesh Pandey, and Saida Behayoune held a round-table discussion to brainstorm content for the development of a *Design for Scale* course at MIT. The content of the course drew heavily from the IDDS experience of all participants and will enable the creation of a specific course within D-Lab to focus on bringing technologies to scale. Projects from this course will increase the scalability and impact of early prototypes developed in other IDIN projects. Rajnish Jain, Amy Smith and other members of the network have been working together to coordinate support for a solar lighting business that IDDS participant Mensah Kumah has been working to establish in Ghana. And J. Oscar Mur-Miranda has provided Laura Stupin, a long-time IDDS organizer and participant since 2007 working with Waste Enterprisers in Ghana, with advice to design a power backup system for a computer using existing chargers designed for solar panel applications. There are many other instances of collaboration within the network, and the newly hired Network Coordinator will take on the task of documenting and sharing them.

Understanding the Network

Building the IDIN research team

During the second quarter, the structure of the research team was re-envisioned and divided into two functional groups; a Lead Researcher will lead the effort to understand the impact of local innovation on community development as well as investigating the impact of IDDS on the participants and in their communities, and a Monitoring, Evaluation and Learning Coordinator will take the lead on the program evaluation. Job descriptions for these two positions have been developed and posted and the search committees have been formed. While the search is ongoing, Elizabeth Hoffecker Moreno has been working to develop the results framework and lay the groundwork for the strategic plan. The current draft of the results framework can be found in Appendix C.

Developing assessment tools

A research team has been assembled in collaboration with International Food Policy Research Institute (IFPRI) to design and implement a randomized control trial to evaluate the impact of the creative capacity building curriculum and innovation centers in Uganda. This work has been funded with a grant from the United States African Development Foundation (USADF) and the evaluation has been funded with a grant from the International Initiative for Impact Evaluation (3IE) and is being carried out in collaboration with a research team lead by Dr Bashaasha from Makerere University. Survey instruments and other assessment tools are being developed as part of this study, and a baseline study will be completed in the third quarter.

Monitoring and evaluating impact of the innovation centers

The IFPRI/Makerere team has developed a research design and the districts for study have been identified. The MIT-based team has been working with Kulika Uganda as the implementing partner to recruit district coordinators and creative capacity building (CCB) trainers and to develop curriculum materials for a Training of Trainers that will take place in the third quarter.

Monitoring and evaluating impact of IDIN technologies and ventures

Work for this activity will begin in the third quarter

Objective 4: Engaging Students

Preparing students to engage with the network

A system for sharing curricular materials within the network has been developed using Google Drive and curricular materials have been posted from past design summits, focussing on the Build-It Modules. UC Davis, MIT and Olin have taken the lead on developing a framework for documenting the existing modules and developing new ones. These modules teach useful prototyping skills and can be used in both classes and summits. Discussions took place with the 2013 IDDS-Zambia local organizing committee to determine which modules will be delivered at this summer's summit. Other curricular materials have not yet been uploaded to the site, nor has the site been made public, a strategic plan for the repository will be developed during the third quarter and other materials will be added as appropriate.

A new course in gap analysis is being developed at Olin College, and has received approval from the Olin curriculum committee. The team has met with experts in the area and will continue the process of curriculum and course development during the next quarter.

At CSU, in line with a desired output of creating of entrepreneurial educational content that will be available to students at all the consortium schools and other members of the IDIN network, several speaker series presentations were filmed. Some were captured and made available by live-streaming to Sustainable Enterprise MBA's for Africa (SEMBA) students and members of the IDIN network.

- Jan. 2013- Ross Baird of Village Capital
- Jan. 2013- Social Entrepreneurial Panel
- Feb. 2013- Tim Prestero of Design that Matters
- Mar. 2013- Kim Couponis founder of Go Lite

These successful entrepreneurs have shared lessons learned and continue to provide invaluable advice in scaling a business. The videos are in the process of being edited, and will be posted in the repository once completed.

Engaging students to work on IDIN projects

Students from consortium universities were engaged to work on existing IDIN projects via respective programs and classes offered by each university.

At MIT, students in the *D-Lab: Development* and *Cylce Ventures* class worked with IDIN partners on the following projects:

- Brazil (led by Amit Gandhi and Karine Yuki)
 - Urban agriculture project in Dois Palitos
 - Mobile financial management tool in São Paulo
 - Low-cost flooring project in Dois Palitos
 - Plastic bottle recycling project in São Paulo
- Ghana (led by Amy Smith and Kwami Williams)
 - Moringa sheller in Kumasi and New Longoro
 - Moringa oil press in Kumasi and New Longoro
 - Solar lighting venture in New Longoro, Gomboi and Dwere
 - Sanitation project in New Longoro
- India (led by Nathan Cooke and Lise Capet)
 - Solar lantern testing equipment at Avani
 - Pine needle stove testing at Avani
 - Crayon and pastels at Avani
- Tanzania (led by Rebecca Smith and Gwyn Jones)
 - Moringa sheller at CAMARTEC
 - Pedal-powered juice maker at AISE
 - Multi-crop thresher at Global Cycle Solutions
- Zambia (led by Eric Reynolds and Nadia Elkordy)
 - Static auto-chlorination device in Linda Compound
 - Nutrition project in Lusaka
 - Health education radio station in Linda Compound
 - Cell-phoned based public health project in Linda Compound
 - Outreach & programming project at the National Technology Business Centre

During the spring semester, students from the *D-Lab: Design* class worked on a rainwater collection project in collaboration with the Dois Palitos community in Brazil, and another team worked on a project to help the young daughter of Frances Kuyol, a staff member of the Intermediate Technology Transfer Unit (ITTU) in Ghana, who recently had her arm amputated due to an infection following a playground accident. In addition, two students spent that spring semester working with IDIN partners in Brazil as part of the pilot of the D-Lab Study Abroad program.

At Olin College, students in the Affordable Design and Entrepreneurship (ADE) Program, from Olin, Babson and Wellesley students were engaged in two IDIN-connected projects involving cassava grating in Ghana and water chlorination in India as part of the ADE program. Benjamin Linder led the student team to Ghana to engage students in context on IDIN-connected ADE project work and was assisted by Abigail Mechtenberg; Rakesh Pandey led the student trip to India. In addition, J. Oscar Mur-Miranda and

Benjamin Linder ran a search that identified 3 research students, with one being hired for the spring semester and summer session and the other two being hired only for the summer session.

At CSU, four GSSE MBA students are working on a project with International Development Enterprises (IDE) in Lusaka, two of whom are participating at the 2013 IDDS-Zambia. They are working with the IDDS organizing team in Zambia to integrate their project into the design summit. Another group of GSSE students is working on a new product line for Ayzh, the company that was launched by Zubaida Bai, an IDDS past participant and organizer and GSSE MBA graduate. Two IDDS alums and one organizer have applied to the GSSE MBA for fall 2013. At USIU in Nairobi, 20 SEMBAA students were enrolled in the GSSE certificate in year one, and are working on three ventures.

In the second quarter of 2013, UC Davis's D-Lab utilized D-Lab courses and Horticulture Collaborative Research Support Program (Hort-CRSP) innovation centers to work with partners on projects investigating the feasibility of energy and agriculture solutions targeted at small-scale farmers. Although not yet part of IDIN, the Hort-CRSP centers will join the IDIN network of innovation centers once it is established. Program partners, PIET-Lab students, and UC Davis faculty collaboratively developed problem framing briefs, performed feasibility studies and outlined technical specifications for projects with the following partners:

- High-velocity solar food dehydration
 - KIWA, Vegetable Chip Producers, Ecuador
- Zeolite beads for seed and herb drying
 - Farmer seed saving group study with ECHO, Thailand
 - Kasetsart University, Thailand
- Advanced rubber harvesting knife
 - Kasetsart University, Thailand
- Motorcycle-based portable irrigation system
 - Agriworks Uganda, Ltd., Uganda

Students at the University of Sao Paulo worked with MIT students in January on projects in the communities that were part of last year's design summit. Student activity at USP has been limited due to the delays in the sub-award process.

Table 4 provides a summary of the student engagement in IDIN projects across all consortium members.

Table 4: Student Engagement in IDIN projects (f=female, m=male)

University	Program/event	Number of Students
MIT	<i>D-Lab: Development</i> January fieldwork	33 (28f, 5m)
	<i>Cycle Ventures</i> January fieldwork	6 (3f, 3m)
	<i>D-Lab: Design</i> spring projects	14 (10 f, 4 m)
	<i>D-Lab: Energy</i> spring projects	7 (4f, 3m)
Olin College	ADE January fieldwork	10 (9f, 1m)
	ADE spring projects	24 (20 female)
CSU	GSSE projects	4 (2m, 2f)
USP	D-Lab January Fieldwork	6 (3f, 3m)

Bringing students into the IDIN network

A student IDIN launch event held at Olin College brought together 60 students from across Olin, Wellesley, and Babson colleges to learn about opportunities to get involved in IDIN and HESN. This yielded a particularly strong pool of applicants from Olin for this summer's design summit. Students at other IDIN universities were also encouraged to apply to 2013 IDDS Zambia; Table 5 shows the distribution of applications and acceptances.

Table 5: Consortium Student Applications for IDDS Zambia

University	Applied	Accepted
Olin College	6	2
CSU	4	1
UC Davis	1	1
MIT	1	0
KNUST	6	1
USP	5	1

Engaging students with USAID field missions

Since USAID is developing a plan for engagement with HESN students, IDIN is not moving forward with the program for summer fellowships. Students did have the opportunity to visit field missions during January however. The ADE India student team from Olin College visited and held an introductory meeting with the USAID mission office in New Delhi and met with Nilesh Shah, Science and Technology Officer, in the US Embassy in India. The *D-Lab Development* teams from MIT met with staff at the field missions in both Ghana and Zambia.

Part 3: Intra-Development Lab/ University Engagement

3.1. Interdisciplinary Collaboration

Each of the participating programs at the IDIN consortium universities focus on complex challenges in development, and therefore have strong interdisciplinary ties within their universities; the HESN support of IDIN and these programs has strengthened our position in making new connections. At MIT, for example, the Aeronautics and Astronautics Department approached D-Lab about collaborating on a project they are working on with the Instituto Tecnológico de Aeronáutica in Brazil. Our connections to USP and other people and organizations that we met through IDDS 2012 in São Paulo have facilitated these conversations. IDIN has also been collaborating with faculty and graduate students in the Department of Urban Studies and Planning at MIT to help develop the framework for the research program and develop the job descriptions for the Research Coordinator and M, E & L Coordinator. At Olin, an interdisciplinary approach is central to the ethos of the college, which is why the school does not have departments, for example. ADE is a joint-program between an engineering school, Olin College, and a business school, Babson College. Students worked in multidisciplinary teams in ADE on IDIN connected projects on water purification and cassava processing with engineering, liberal arts, and business from Olin, Babson, and Wellesley colleges represented. These students also worked internationally with NGOs in water delivery as well as technicians expert in machine fabrication. At UC Davis, interdisciplinary collaboration is a key component of the PIET-Lab's approach to design for development, leveraging the diverse backgrounds of the UC Davis faculty and students as well as

international partners' capacity in the fields of energy, agriculture, and business development. Faculty mentors were recruited from plant sciences, mechanical engineering, agricultural engineering, and the graduate school of management. These faculty members provide student teams with ongoing project guidance and evaluation throughout the quarter. In addition, the following programs were engaged to support students and their projects: UC Davis OneHealth; University of California, Berkeley Blum Center for Developing Economies; and UC Davis USAID Hort-CRSP.

At CSU, the GSSE program collaborates with many departments in order to source projects for GSSE teams to develop into enterprises, including the Department of Soil and Crop Sciences, the Department of Human Nutrition, the Engines and Energy Conversions Lab and the Infectious Diseases Supercluster. Faculty from these departments serve as technical mentors for the teams, and often join the boards of the emerging ventures.

The delays in the international sub-award process had inhibited the ability of the programs at USP and KNUST to move forward, however once the funding has secured, there are plans for developing extensive intra- and inter-university partnerships.

3.2. Partner Engagement

MIT actively engaged the IDIN partner members throughout the quarter. There were weekly phone calls with USAID that the partners participated in, and monthly consortium calls. Most importantly, however, MIT held the first IDIN Consortium meeting in Washington, DC from March 19 to 21. During the IDIN Consortium meeting, the partners engaged in strategic planning exercises. Also during the meeting, several members of the IDIN participated in the National Collegiate Inventors and Innovators Alliance (NCIIA) annual meeting and the associated Sustainable Vision Connect event. IDIN PI's Benjamin Linder, Carl Hammerdorfer and Amy Smith led "unpanel" discussions describing their programs and giving advice to other schools interested in starting similar programs. Ben and Carl also participated in a panel on Helping to Disseminate Technology at Scale with University Program Support. NCIIA has been a long-time supporter of IDDS and the consortium schools and is a valued partner for many IDIN projects.

Additional interactions took place through student project work during January; both KNUST and USP hosted teams from the MIT and/or Olin, which provided an opportunity for further engagement of the consortium PIs. In Zambia, meetings were held with many potential partners, the most promising of these was the National Technology Business Centre, which is taking the lead in the organization of the design summit that will be held in July.

3.3. Student Engagement

All of the IDIN programs at the consortium universities are academic programs and therefore have significant student engagement. It is one of our main objectives of the program, and therefore the key activities are described in section 2.2 'Summary of Key Activities' of Part 2: Description of Key Activities.

3.4. Lessons Learned/ Good Practices

Communications that engage members from all consortium partners have been particularly challenging because we are working across 4 time zones on 3 continents with varying degrees of internet and phone access. For example the Innovation Center sub-committee attempted to have all-committee meetings with participants from the U.S., Brazil, Ghana and Zambia, but this proved to be unwieldy given the current communication tools. As a result, Kofi Taha, IDIN Innovation Center Coordinator, has created a decentralized model in which he calls into local innovation center committee meetings whenever they are held. This new system was implemented at the end of Y1Q2 and will be more fully assessed during the next quarter and integrated as appropriate in other aspects of the program.

While no development effort is ever accomplished alone, we learned that certain types of partners are more appropriate than others to a design and entrepreneurship based approach to development. For example, partners that are already themselves new ventures are in a poor position to engage with another, new venture-based opportunity. The two efforts compete too directly for resources. Either that venture should be supported with services or the new venture should find partners that are service oriented. Accordingly, we have drafted a set of criteria for identifying and selecting partners for new social ventures.

Part 4: USAID Engagement

4.1. Interactions

In addition to our regular weekly calls, the HESN Program Director, Ticora Jones, attended the IDIN Consortium Meeting in March, where she was able to share the vision of the HESN and some insights into the functional and organizational structure of USAID with our consortium members. This direct interaction was extremely valuable in helping the consortium members gain clarity and feel more engaged.

One challenge during this quarter was the departure of our AOR, Jessica Rosen, which added a level of complication to the sub-awards and other approval processes. At the end of the quarter, a new contact was identified, and IDIN Financial and Program Administrator, Sharmarke Osman, and D-Lab Administrative Officer Sue St Croix met with Roderick Watson to clarify several administrative points, including the possibility and mechanisms of partnering with the National Technology Business Centre in Zambia.

Following letters of introduction written by the interim AOR, Jessica Rosen, to the USAID field missions in Ghana, India, and Zambia in December and subsequent notification in January, teams from Olin College and MIT that traveled to these countries in January had an opportunity to meet USAID field staff from the respective missions. The meetings were introductory in nature, and the teams began to explore opportunities for collaboration, however given that the meetings were squeezed into an already tightly scheduled trip, there were several issues that arose and therefore provided insight into how IDIN might engage more effectively with the field missions, which are outlined in the next section.

Outside of the work of IDIN, some consortium PI's had interactions with USAID programs, most

notably, Kurt Korbluth of UC Davis has an existing project with HorCRSP innovation centers in Honduras and Thailand and works with them as partners on projects in the classes that he offers through PIET. We hope that as IDIN grows, we will be able to engage these centers and their staff with the network.

4.2. Lessons Learned/ Good Practices

Although there were not extensive interactions with USAID this quarter, there were several experiences that yielded lessons for how to improve engagement and communication with USAID and USAID field missions.

When the D-Lab Zambia team and Interim IDIN Program Manager met with the USAID Zambia mission, they found that the staff was not familiar with the HESN program. This was unexpected on the IDIN side; they only learned of this 5-10 minutes into arriving at the USAID office. Had they known in advance, they would have prepared certain information to share in advance, to be able to better take advantage of the meeting time. Based on this meeting it is suggested that:

- The relevant USAID mission staff should familiarized with the HESN program from USAID's perspective (strategic vision, etc.)
- If this is not possible, the IDIN team should be notified that the USAID staff they are about to meet with will have little or no understanding of HESN, so that they can frame the meeting as appropriate
- IDIN should develop a brief that we send in advance of any meeting with new potential collaborators, to give a clear picture of IDIN including history, success stories, and case studies as an appendix
- HESN should prepare a one-pager that HESN members can use as introductory material, in case they find themselves in a position to need to do a quick and unexpected update.

The USAID Zambia mission informed the D-Lab team that a meeting would not be possible outside of business hours or outside of the USAID offices at the US Embassy through the duration of the three week trip to Zambia in January. Given the location of the Embassy and the work schedule of the team, this made scheduling a meeting challenging. Furthermore, the phone number given for scheduling communication was not answered when the team called with scheduling challenges. Some suggestions for improving these issues include:

- During field visits when students are present, it would be incredibly helpful to have the option of scheduling meetings outside of the USAID office. It could also provide an opportunity for USAID staff to get a better picture of the work the team is doing, if the meeting could be held at the work site. Alternately, greater flexibility in finding a location of mutual convenience would be beneficial to a collaborative partnership.
- The USAID team based in Washington, DC will need to alert the IDIN teams and USAID field missions well in advance of travel in order to ensure that them meetings can happen, as the January field trips are very full and tightly scheduled. For this quarter's visits, we received only a couple weeks notice, and that was over the holiday period, which made finding time to fit in the meetings to be very challenging.

Post-meeting communication has not been very effective, most likely because there were no clear paths for collaboration defined during the meeting. There was a lot of pressure from HESN to meet with the

missions, but in some cases, the meetings were pre-mature and were only an opportunity to meet and greet the staff. If these meetings are to be instigated, it would be useful if HESN could scan the capabilities and specialties of the local USAID mission and work with IDIN to determine overlap and potential areas for collaboration, in advance of travel and share this information with both the field mission and IDIN, so that both have an initial idea of potential for collaboration. On the IDIN side, it would be beneficial to have a designated staff member for maintaining all of the USAID communications and connections, perhaps the same is true at HESN. It seemed as if there were too many layers in the communication path, which made scheduling difficult and inhibited open and free communication.

We have heard also that the USAID Zambia mission had been in contact with the National Technology Business Centre in Lusaka, but this information was not communicated to the IDIN team. We would ask that, in the same way that HESN needs to be kept abreast of IDIN communications and connections with other USAID bureaus or missions, IDIN be kept abreast of USAID communications and connections made with our consortium partners.

Finally, since each of the consortium member programs has its own projects that are external to the grant, but related to the IDIN grant, each institution will need to be as transparent as possible when working in areas where USAID is active, not only communicating with their own USAID contacts, but also informing other members of the consortium.

Part 5: Collaboration with Other Development Labs

5.1. Interactions

There were no significant interactions with other development labs outside of MIT during this quarter. IDIN and CITE, however, have met several times to discuss possible areas of collaboration, most specifically in terms of how the IDIN network can be engaged in collecting information for the CITE evaluations, and how CITE might be able to provide research and testing capacity for IDIN projects

5.2. Lessons Learned/ Good Practices

N/A

Part 6: Monitoring & Evaluation

6.1. Preparation Activities

At the beginning of the quarter, IDIN made its first hire in the area of Monitoring and Evaluation and Research, which are the teams responsible for activities to understand the impact of IDDS and IDIN as well conducting research into the role of local innovation in community development. Elizabeth Hoffecker Moreno, a Masters student in the International Development Group at MIT's Department of Urban Studies and Planning, was hired as a part-time IDIN Graduate Research Assistant and has been serving as the interim lead for Monitoring and Evaluation and Research, while working to build both of these teams.

During the second quarter, we created job descriptions for the Lead Researcher, and a Monitoring, Evaluation, and Learning Coordinator to manage M&E activities across IDIN's areas of project activity, and to closely coordinate these with the efforts of the Research team. The position for the Lead Researcher was approved for joint appointment between MIT's Department of Urban Studies and Planning (DUSP) and the Department of Undergraduate Education (DUE, the administrative home of D-Lab), posted, and advertised widely through multiple channels. By the end of the quarter, we were in the process of reviewing applications for this position, and preparing to recruit for the ME&L Coordinator position. The job descriptions can be found in Appendix C.

Our primary activity this quarter has been to develop and refine a draft lab-level Results Framework, which will provide the foundation for all future M&E activities. Following best practices in results-based management, we have taken the following steps:

Convened consortium partners (key stakeholders) to collaboratively define 5-year vision, key results, and impacts: A significant portion of the agenda of the IDIN Consortium Meeting (March 20-21) was devoted to a process for working with the full IDIN Consortium partners to jointly define and refine the key impacts that we want to achieve by the end of the 5-year project period. While we had set some major goals upfront in our preliminary work plan, this collaborative, face-to-face process with key project stakeholders was an essential first step in ensuring clarity and consensus around desired goals, impacts, and outcomes. This group process served as the starting point for developing our Results Framework, as outlined below.

Develop a clear logic model and results chain: The notes from this group process directly informed the creation of a Lab-level Results Chain, which logically ties together key program activities, outputs, outcomes, and desired impacts, and illustrates our assumptions regarding the logical relationships between each of these elements (a draft of this document can be found in Appendix B).

Define key outcomes, intermediate results, and performance indicators: After sending out our results chain and obtaining additional input and feedback from our consortium partners, we created a first draft of our Lab-level Results Framework, which was submitted to USAID prior to the HESN Lab Director's Meeting which can also be found in Appendix B. This Framework selects key results from our results chain and organizes them into the program goals, objectives, and intermediate results, for which we are developing performance indicators. An initial set of indicators was developed and submitted by the end of the quarter and we are currently in the process of refining these.

6.2. Ongoing Monitoring & Evaluation

We are still in the process of developing our M & E plan, and have not yet finished developing the IDIN assessment tools. Evaluations of student interactions through classes and trips, however, are conducted through the consortium partners and will provide useful insights into the quality of our student engagement.

Part 7: Looking Ahead

7.1. Calendar of Events

APRIL 2013				
DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	Development Lab Collaboration
April 1-3, 2013	USAID HESN Lab Directors Meeting	3 members of the MIT staff attended the USAID HESN Lab Directors Meeting in Washington, DC	USAID HESN were the hosts of the meeting.	MIT sent staff to participate in the meeting.
April 14 - 20	Rethink Relief	A one-week design summit focusing on technologies that bridge the gap between short term relief and long term sustainable development.		MIT to follow up with Makerere
MAY 2013				
DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	Development Lab Collaboration
May 13-14, 2013	USAID visit to MIT campus	Senior USAID staff will visit the MIT campus in Cambridge to give speeches on the HESN program and participate in meetings with university administration, staff and students. Olin faculty and students will also attend the talk and serve on a panel at the talk	USAID will send key officials including Dr. Dehgan, Ticora Jones, and Amit Mistry to MIT.	MIT will coordinate the events by planning, scheduling, setting up venues and publicizing the event.
TBD	UC Davis – UC Berkeley joint program	The PIET Lab at UC Davis will facilitate a joint design program through the Blum Center at UC Berkeley		UC Berkeley students will participate
May 15 - 23	Lab Director trip to Ghana	Amy Smith to travel to Ghana to finalize the sub-award with KNUST and to engage community partners in further innovation center planning.	USAID Washington to facilitate travel approval.	
May 21-Jun7, 2013	ADE Field Trip to Ghana	6 Franklin Olin College of Engineering students and 2 instructors will go on a trip to Ghana to perform research on technology distribution and product usage	USAID to facilitate travel approvals.	MIT will facilitate travel approval.

		as they work on the development of a social venture for low cost agricultural processing machines. They will test the performance of prototype graters and presses, perform user studies of women gari producers and vet the supply chain for machine production.		
May 20-June 9, 2013	ADE Field Trip to India	5 Franklin Olin College of Engineering students will go on a trip to India to perform field work with NGOs, suppliers and government partners on rickshaw pulling. They will conduct user studies of rickshaw pullers and test of pedal rickshaw prototypes.	USAID to facilitate travel approvals.	MIT will facilitate travel approval.
JUNE 2013				
DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	Development Lab Collaboration
June 8-21, 2013	CCB training in Uganda	MIT will conduct a CCB training of trainers in Uganda.	USAID Washington to facilitate travel approvals.	MIT will provide the training program and staff for this activity. MIT will meet with Makerere while in Uganda
JULY 2013				
DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	Development Lab Collaboration
July 1-30, 2013	IDDS Zambia	IDDS Zambia will be held during the month of July in Lusaka, Zambia. Members from all consortium universities will participate.	USAID Washington to facilitate travel approvals and making connections with the USAID Zambia mission.	MIT will facilitate travel approvals, logistics and provide services to enable launch of IDDS Zambia.
AUGUST 2013				
DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	

August, 2013	CSU SEMBAA/NEVA visit to Kenya	5 members of the CSU staff will visit Nairobi, Kenya to participate in SEMBAA/NEVA program activities. CSU will work with their local partner, United States International University on these activities.	USAID Washington to facilitate travel approvals and making connections with the USAID Kenya mission.	MIT will facilitate travel approvals for these trips.
SEPTEMBER 2013				
DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	

7.2. Description of Future Activities

7.2.1. Milestones

We hope to complete the hiring for all IDIN positions during the next quarter.

Olin College will launch a new joint research program with KNUST in June.

Curriculum will be finalized for both the new course in Regional Gap Analysis at Olin College and a new course called Design for Scale at MIT.

7.2.2. Events

We are looking forward to Alex Deghan's visit to MIT in May, and appreciate the support that USAID is providing for the visit.

IDDS in Zambia will bring together all members of the consortium, with a more balanced distribution of roles and responsibilities: UCDavis will increase their involvement in the formal curriculum through their work with the Build-It modules, CSU faculty will attend the summit and prepare a Business Boot Camp for interested participants. USP, MIT and Olin College are consulting with the Zambian organizing committee in developing the curriculum, MIT is providing a training in the CCB methodology for the Zambian instructors as well as providing logistical support through interim Summit coordinator. Olin college is supporting the IDDS website.

The SEMBAA students from USIU in Nairobi will visit CSU in August.

7.2.3. Publications

We do not anticipate having any formal publications in the next quarter.

7.2.4. Communications

We expect that a number the upcoming design summit in Zambia will likely lead to a number of articles in both international and domestic news media. Several events are also likely to lead to media coverage in on-campus media including the USAID Office of Science & Technology visit to MIT, the visit of the SEMBAA program participants to CSU and the student projects at Olin and UC Davis.

Part 8: Appendices

Appendix A: Consortium Meeting Notes

Appendix B: Monitoring and Evaluation materials

Appendix C: Job Descriptions for the Research Team

Appendix A: IDIN consortium meeting notes

- Agenda
- Presentations

Agenda for IDIN Consortium Meeting

20 – 21 March, 2013

Wednesday, 20 March, 2013	
9:00 – 9:45	Welcome and Introductions -Agenda -The Evolving IDIN Structure
9:45 – 10:45	The IDIN Vision: Goals, Results & Impacts
10:45 – 11:05	Break
11:05 – 11:45	Goal Prioritization
11:45 – 12:45	Finance and Administration -Agreement Requirements -Cost Sharing
12:45 – 2:00	Lunch and Logistics
2:00 – 3:00	USAID Engagement HESN Collaborations New Consortium Members
3:00 – 4:00	Refining Goals and Defining Objectives
4:00 – 4:15	Break
4:15 – 5:30	Roles and Responsibilities
5:30 – 6:00	Questions and Answers
6:00 – 8:30	Dinner

Thursday, 21 March 2013	
9:00 – 10:30	Work Plan Working Groups
10:30 – 11:30	Overall Timeline and Pipeline
11:30 – 12:30	IDDS Zambia
12:30 – 1:15	Lunch
1:15 – 2:00	Wrap-Up, Next Steps and Action Items
2:00 – 3:30	NCIIA “Un-panels”

**IDIN First Ever
Consortium Meeting**
19 – 20 March 2013

Welcome!! Bem Vindos!!
Akwaaba!!
Mwaiseni!! Karibu!!
Jaamo!! Bien Venidos!!
Mwalandiridwa!!

“Opportunity is missed by most people because it is dressed in overalls and looks like work”
—Thomas Edison

“You cannot do this work if you fear mud”
—John Manu

Introduction

- ✍ Who are you?
- ✍ Where are you from?
- ✍ Something you've created in the last year that you are proud of.

Some Goals for the Meeting

- ✍ Meet other IDIN collaborators
- ✍ Identify (30 – 50) ways to contribute
- ✍ Find ways to connect outside interests/ connections into IDIN
- ✍ Discuss and develop the five year goals/ plan
- ✍ Identify tenets of process
- ✍ Develop IDIN culture and working style
- ✍ Invoke the spirit of IDDS to reach the final goal
- ✍ Clarifying interactions with USAID
- ✍ Understand how the IDDS past leads to the IDIN future
- ✍ Clarify goals
- ✍ Articulate the value of the network and connections with USAID and HESN
- ✍ Develop a common vision and clear ownership
- ✍ Feel like part of the team
- ✍ Practical transactions and connections
- ✍ Know how to contribute
- ✍ Infuse the boldness of HESN into IDIN

Welcome and Introduction: Goals and Deliverables

- Goals**
 - Get to know each other
 - Understand the plan for the meeting
 - Understand the structure of IDIN and where you fit in
- Deliverables**
 - List of goals for the meeting
 - Complete Organizational Chart of the current IDIN structure

Today's Agenda

9:00 – 9:45	Welcome and Introductions!
9:45 – 10:45	The IDIN Vision: Goals, Results & Impacts !
10:45 – 11:05	Break!
11:05 – 11:45	Goal Prioritization!
11:45 – 12:45	Finance and Administration !
12:45 – 2:00	Lunch and Logistics!
2:00 – 3:00	USAID Engagement, HESN Collaborations ! New Consortium Members!
3:00 – 4:00	Refining Goals and Defining Objectives
4:00 – 4:15	Break!
4:15 – 5:30	Roles and Responsibilities!
5:30 – 6:00	Questions and Answers!
6:00 – 8:30	Dinner!

What really happened

9:00 – 9:45	Welcome and Introductions!
9:45 – 10:30	The IDIN Structure: !
10:30 – 11:40	IDIN Goals and Objectives!
11:40 – 12:45	USAID / HESN Structure!
12:45 – 2:40	Lunch and Logistics!
2:40 – 3:30	Goals Report! Back!
3:30 – 5:00	Administration and Compliance
5:00 – 5:30	Questions and Answers!
6:00 – 8:30	Dinner!

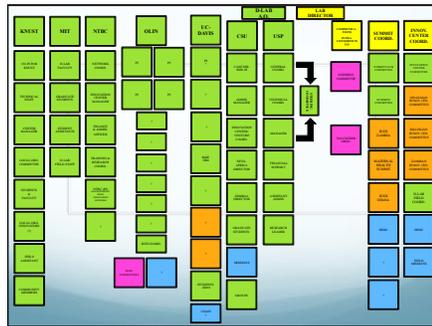
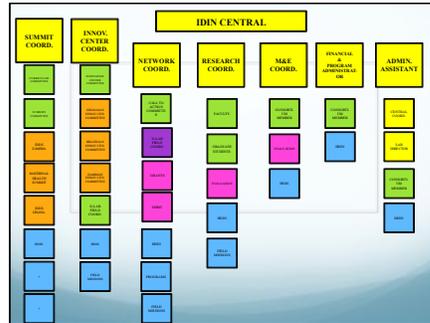
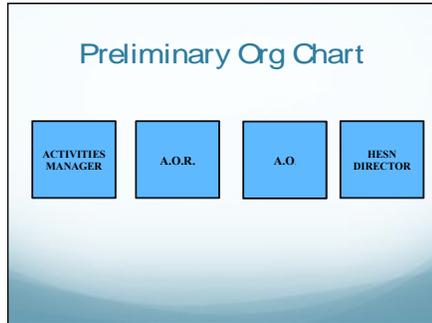
Tomorrow's Agenda

9:00 – 10:30	Work Plan Working Groups!
10:30 – 11:30	Overall Timeline and Pipeline!
11:30 – 12:30	IDDS Zambia!
12:30 – 1:15	Lunch!
1:15 – 2:00	Wrap-Up, Next Steps and Action Items!
2:00 – 3:30	NCIIA "Un-panels"!

The Evolving IDIN Structure

Color-Coding

	USAID		Local Organizing Committees
	Consortium Members		IDDS Committees
	IDIN Central		"The Network"



The IDIN Vision: Goals, Results and Impacts

- ### The IDIN Vision: Goals and Deliverables
- ✍ Goals
 - ✍ Share our individual/institutional visions
 - ✍ Create a common vision for the program
 - ✍ Clarify and decide high level goals for the five year collaborations
 - ✍ Deliverables
 - ✍ Mind Map of Vision
 - ✍ Prioritized list of goals for IDIN

- ### The IDIN Vision: Goals, Results and Impacts
- ✍ Part 1: Generating Ideas
 - ✍ Introduction (5 minutes)
 - ✍ Small Group Discussion (30 minutes)
 - ✍ Report Back (20 minutes)
 - ✍ Cloud formation
 - ✍ Mind mapping
 - ✍ Part 2: Prioritization
 - ✍ Group discussion (20 minutes)
 - ✍ Prioritization (15 minutes)
 - ✍ Wrap Up (5 minutes)

The IDIN Vision: Goals, Results and Impacts

- ✍ Part 3: Refining and Defining
- ✍ This afternoon!

Finance & Administration

Sharmarke Osman
Sue St. Croix

Objectives

- ✍ Introduction
- ✍ Overview of Finance and Administration requirements in this IDIN award
- ✍ Cost sharing requirements

Introduction

- ✍ Who are we and what do we do
- ✍ Team consists of:
 - ✍ D-Lab Administrative Officer – Sue St. Croix
 - ✍ IDIN Financial and Program Administrator – Sharmarke Osman
 - ✍ IDIN Administrative Assistant – Nai Kalema

Overview of USAID Requirements

- ✍ IDIN is funded by the United States Agency for International Development.
- ✍ USAID being part of the US Federal Government has rules and regulations that must be complied with.
- ✍ Overview will be on:
 - ✍ Financial and Administrative requirements
 - ✍ Please note that there are technical, programmatic requirements too.

Overview of Requirements

- ✍ Three groups of requirements:
 - ✍ Financial
 - ✍ Procurement
 - ✍ Compliance

Financial Requirements

- ✍ Your institution will need to submit invoices on a monthly basis with the appropriate supporting documentation.
- ✍ Critical for MIT to receive invoices in timely manner
- ✍ Projected expenditures to determine burn rate
- ✍ Host Government taxes every April 1st
- ✍ Cost share reporting – report it on a monthly basis and submit it with your invoice.

Procurement Requirement

- ✍ Comply with procurement regulations:
 - ✍ Approval from USAID through MIT for equipment purchases over \$5,000
 - ✍ Adhering to Source, Origin and Nationality Requirements
 - ✍ Competitive bidding (three quotations)
 - ✍ Ensuring compliance with your own internal procurement regulations.
 - ✍ Be cognizant of USAID's restricted items.
 - ✍ When in doubt, ASK!

Procurement Requirements - Continued

- ✍ Inventory of equipment
 - ✍ All IDIN assets purchased with USAID funds belong to USAID unless told otherwise.
 - ✍ Keep an inventory of equipment list and update regularly.
 - ✍ End of the award, there will be a disposition plan and instructions will be given on how to dispose of the equipment

Compliance

- ✍ Occasionally, there are instances when USAID approval will need to be sought:
 - ✍ Change in your key personnel or their level of effort
 - ✍ Procurement of Restricted Items
 - ✍ International Travel
 - ✍ Branding and Marking
 - ✍ Communication with media
 - ✍ Construction activities

Compliance –Continued

- ✍ Change in your PI or PI's level of effort
- ✍ Please inform the IDIN Financial and Program Administrator if the PI or any other key staff member's level of effort changes.
- ✍ Changes in PI or PI level of effort need to be reported to USAID in a timely manner and require approval.

Compliance - Continued

- ✍ Procurement – There are certain items that cannot be purchased without formal approval of the USAID Administrative Officer:
 - ✍ Vehicles
 - ✍ Pharmaceutical Commodities
 - ✍ Agricultural commodities
 - ✍ Equipment over \$5,000 not previously approved in the budget
 - ✍ Pesticides and Fertilizers
 - ✍ **USED** equipment

Compliance - Continued

- ✍ International Travel
 - ✍ USAID/ Washington requires that they are notified 30 days prior to any international travel to a participating country so that they can notify the local USAID mission.
- ✍ All travel not included in the USAID approved work plan must be approved by USAID.
- ✍ The "Fly America" provision applies to all international travel. You must fly using US carriers where ever possible.

Compliance - Continued

- ✍ Branding and Marking
 - ✍ All IDIN recipients must adhere to the USAID approved branding and marking plan: size of logos, color, or visibility.
 - ✍ Any public displays and branding must be preapproved by USAID.
- ✍ Communication with Media
 - ✍ USAID requires that approval is given before the IDIN participants conduct any kind of media interviews or press conferences.
- ✍ Construction Activities
 - ✍ Environmental assessments
 - ✍ Must be approved by USAID

How to get USAID approvals

- ✍ Give plenty of lead time for approvals!
 - ✍ Internal lead time – for your school's lead time
 - ✍ MIT's lead time – for IDIN team to send it to the MIT Office of Sponsored Program who then will send it to USAID
 - ✍ USAID's lead time – to review and process requests

Working with the MIT IDIN Finance and Administrative Team

- ✍ Ask questions BEFORE making a decision
 - ✍ More difficult to undo an error than to prevent it
- ✍ Seek all USAID approvals through the MIT IDIN:
 - ✍ Programmatic – Amy (for now)
 - ✍ Financial/ Administrative – Sharmarke
- ✍ We are willing to share our policies and assist you in getting the resources to ensure you are successful in complying with USAID's requirements.

Cost Sharing

- ✍ Cost sharing is the portion of a project or program costs not borne by the funding agency for IDIN, USAID. Cost sharing expenses must be auditable and must be for allowable costs which directly support the IDIN program.
 - ✍ What is eligible cost share ?
 - ✍ Third party cost share
 - ✍ Reporting cost share

Eligible Cost Share

- ✍ Verifiable from your University's records
- ✍ Not included as contribution for any other US federally assisted program
- ✍ Necessary and reasonable for proper and efficient accomplishment of the project or program objectives
- ✍ Allowable as a direct cost under applicable cost principles

Eligible Cost Share - Continued

- ✍ University's tuition subsidies for graduate students' research effort.
- ✍ Equipment – University funding of costs for all or a portion of new equipment that directly benefits the project.
- ✍ Faculty Effort/ Fringe Benefits/ Overhead – explicit commitment to cost sharing percent of compensated effort for the project.
- ✍ All of these must be:
 - ✍ Properly documented
 - ✍ Captured in the accounting system
 - ✍ If payroll related - captured in the payroll distribution and/ or effort distribution system

Third Party Cost Share

- ✍ Third parties may contribute cost sharing to an award. Because this is not an expenditure made by MIT/ or the IDIN Partner University, documentation that includes the value of the donated supplies, materials, and/ or volunteer services from the third party must be provided.
- ✍ In addition to meeting the same requirements for internal cost sharing, **all documentation should include a brief statement describing the basis for determining the valuation of materials, supplies, or volunteer services.** When assessing the value of services or goods for cost share, the valuations must be specific to where the work is being performed and must be compared against costs for similar services or goods in the local market.

Third Party Cost Share

- ✍ **In-kind Contributions – Non-cash Contributions include:**
 - ✍ Services
 - ✍ Equipment from third parties
 - ✍ Supplies
 - ✍ Property

Third Party Cost Share - Continued

- ✍ Third party cost share must still meet the same requirements as other forms of cost share:
 - ✍ Reasonable
 - ✍ Has to be accounted for using the same methods as with USAID funded costs/ activities
 - ✍ Must include supporting documentation
 - ✍ Needs to be reported promptly

Cost Share Reporting

- ✍ To be submitted monthly with your invoice
- ✍ Must have supporting documentation that describe cost share: what it is, source and valuation
- ✍ USAID closely monitors cost share

Summary

- ✍ Please read your subaward carefully !
- ✍ Ask questions !
- ✍ Place all USAID related requests through MIT IDIN
- ✍ Submit your cost sharing, invoices and other reports in a timely manner.
- ✍ Need your support and looking forward to working with your Finance/ Admin teams

Lunch and Logistics

Today's Agenda

9:00 – 10:00	Report Back and Synthesis on Goals Discussion
10:00 – 10:45	Pathways for moving forward
10:45 – 11:45	Roles and Responsibilities
11:45 – 12:30	IDDS and IDDS Zambia!
12:30 – 1:15	Lunch!
1:15 – 2:00	Wrap-Up, Next Steps and Action Items!
2:00 – 3:30	NCIIA "Un-panels"!

What Really Happened

9:00 – 10:00	Report Back and Synthesis on Goals Discussion
10:00 – 10:45	Pathways for moving forward
10:45 – 12:00	Roles and Responsibilities
12:30 – 1:30	Working Lunch: IDDS and IDDS Zambia!
1:30 – 2:00	Wrap-Up, Next Steps and Action Items!
2:00 – 3:30	NCIIA "Un-panels"!

Report Back and Synthesis

Report Back and Synthesis

- ✍ Summary of yesterday's discussions

Report Back and Synthesis: Goals and Deliverables

- ✍ Goals
 - ✍ Present summary of yesterday's discussion
 - ✍ Gather feedback on goal statements
 - ✍ Select goals for further development
- ✍ Deliverables
 - ✍ Revised list of goal statements for further development
 - ✍ Clear plan for moving forward

Success looks like:

- ✍ Proliferation of the **IDDS approach**
- ✍ **More effective and efficient solutions** (innovations/ inventions/ technologies)
- ✍ Having better proof/ demonstration of our **theory of change**
- ✍ A larger number of successful and **thriving ventures**
- ✍ There is greater access to **sustainable livelihood** options in the communities where we have a presence.
- ✍ We have created a network that has **value** to all IDIN stakeholder.
- ✍ In the communities participants are connected to, individuals and groups have **increased capacity** (are better equipped/ more prepared/ more able) to develop innovative solutions to problems they're facing..

✍ Proliferation of the **IDDS approach**

- ✍ Many more people are now approaching development using a creative capacity-building, local innovation-focused approach
- ✍ We are able to articulate method, process, export that to other places. (both to other countries where we work and to other agencies/ groups outside our network).
- ✍ Participants who want to proliferate the model have the support and guidance they need to do so.
- ✍ This is starting to influence how USAID and other agencies think about and approach their work.

✍ **More effective and efficient solutions** (innovations/ inventions/ technologies)

- ✍ We can demonstrate that our process and network is generating solutions and inventions that are better than those being developed using other approaches.
- ✍ The network is generating interventions that are meeting real needs in effective, innovative, efficient ways (like Zubaida's birthing kit).

✍ Having better proof/ demonstration of our **theory of change**

- ✍ To what extent does it work? Under what conditions? Does it work the way we think it does? etc...
- ✍ 5 years from now, we have a much better understanding of this and can demonstrate and articulate it to others.
- ✍ Proof that is convincing to USAID/ US Government, academia, and development organizations.

✍ A larger number of successful and **thriving ventures**:

- ✍ A larger number of ventures that are on a path to sustainability/ self-sufficiency
- ✍ And/ or ventures that are showing potential for regional scale/ more widespread impact
- ✍ Local ventures are launching and growing without being overly reliant on us, yet we can point to the benefits they receive from

✍ There is greater access to **sustainable livelihood** options in the communities where we have a presence.

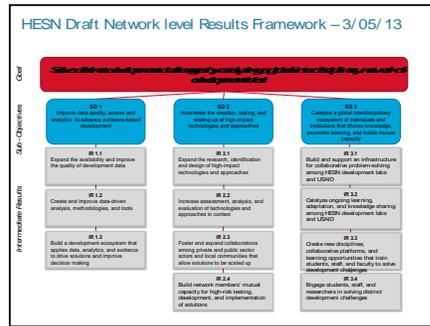
- ✍ Livelihoods of people in communities where we have a presence have been improved from a certain baseline compared to when we started. Not sure that this is the only term we should use... an improved water filter might have health outcomes, but not livelihood options...

- ✓ We have created a thriving network that has **value** to all IDIN stakeholder.
- ✓ There are many more individuals and groups who now have the capacity to develop innovative solutions to development problems.
- ✓ The network contains more members, who are well-connected to each other and committed to participating in the network's further development.
- ✓ Members are enthused and committed to participating in this community, as a result it is beginning to take on a life of its own.
- ✓ Innovation centers, summits, etc... are becoming more self-sustaining and relying less on central staff/ funding because of high levels of member involvement.

- ✓ In the communities we have worked in, individuals and groups have **increased capacity** (are better equipped/ more prepared/ more able) to develop innovative solutions to problems they're facing.
- ✓ Whether or not their ventures succeed, they have greater skills, know-how, ability to develop creative responses and solutions to development problems
- ✓ Increased capacity at the individual and group level for creative problem-solving.
- ✓ Hard-to find global talent and potential that was going unrecognized and untapped before is now being expressed and channeled productively.

Next Steps

- ✓ Agree on goals to develop further (today)
- ✓ Revise goal statements (this week)
- ✓ Generate objectives (this month)
- ✓ Develop overall work plan (this month?)



International Development Innovation Network (IDIN), MIT Draft Results Framework

Goal	Transform the development paradigm by incorporating bottom-up design principles for more efficient and efficient development solutions.		
Program Objectives	Demonstrate and build capacity for a network of local design-centered innovators	Understand the impact of and refine the bottom-up design process for development solutions	Build the next generation of bottom-up design problem solvers for development challenges
Intermediate Results	Demonstrate effective bottom-up design principles for local innovators to solve development challenges	Identify bottom-up design innovations focused on development challenges	Engage MIT students in learning bottom-up design approaches to development challenges
	Build capacity for a network of local innovators using bottom-up design principles to solve development challenges	Analyze the efficacy of bottom-up design innovations on development challenges	Engage global students in learning bottom-up design approaches to development challenges
		Refine the bottom-up design process to more effectively address development challenges	Engage students in solving development challenges through bottom-up design approaches

Roles and Responsibilities

Roles and Responsibilities: Goals and Deliverables

- Goals**
 - Clarify the roles and responsibilities of consortium members
 - Understand how the members and structure implement the programs
- Deliverables**
 - Map of program coverage with areas of under and over coverage identified
 - Roles and responsibility expectations for each consortium member
 - Connections and points of contact

The _____ is responsible for _____ the _____ for a _____.

The **Site committee** is responsible for **leading**, the **evaluation**, for a **summit**.

Roles = **Lead/Perform, Approve, Support, Consult***

Responsibilities = **functions and tasks to be completed**

For summits: Define, Train, Admission, Site selection, Spirit, Communities, Projects, Curriculum, Evaluation, Delivery, Travel, Fundraising

* These are common roles, there is no unique or official set, we should look at adding Develop and separating Lead and Perform.

Programs

	Summits	Innovation Centers	Network	Research
Coordinate				
Monitor & Evaluate				
Develop				
Execute				
USAID-site				
Report				

Members

	Summits	MIT	OLIN	CSU	UCD	KN UST	USP	NBDC
Coordinate								
Monitor & Evaluate								
Develop								
Execute								
USAID-site								
Report								

Groups Responsible

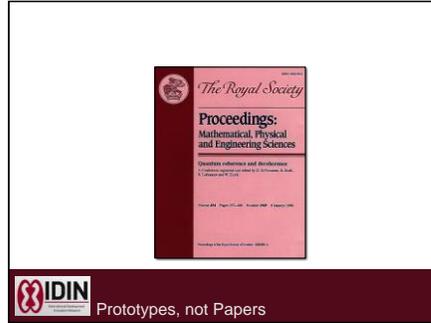
Summit	Summit Committee	IDD5 Coord.	Site Committee	Consortium Member	Consortium Member	Consortium Member
Define model	LA	L	C		S	
Train	S	L	S	C	S	S
Admission	C	L	LA	S	S	S
Site selection	CA	S	L			C
Spirit	L	S	L	S	S	S
Communities	C	S	LA		S	
Projects	C	S	LA			S
Curriculum	LA		L	S		S
Build-it modules	C	S	S		L	
Communication		SA	LA	S	C	
Evaluation	C	L	L		S	
Travel		LA	S			
Fundraising	C	S	L	C	S	

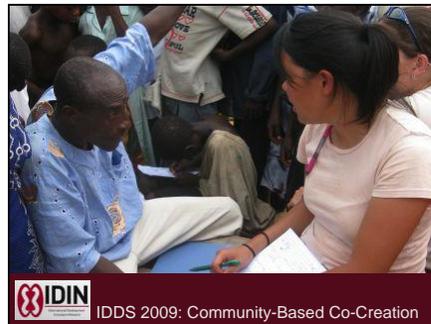
Roles: L = Lead/ Perform, A = Approve, S = Support, C = Consult

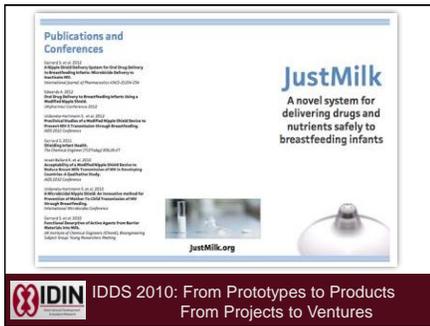
Programs

	Summits	Innovation Centers	Network	Research	Member Program(s)
Coordinate					
Monitor & Evaluate					
Design / Develop					
Execute					
USAID-site					
Report					

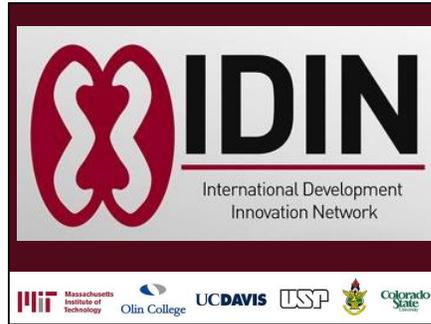
L = Lead/ Perform, A = Approve, S = Support, C = Consult











Summit'period"

- 22nd to 30th July > Organising team"
- July 1st to 30th – Summit'hosting"
- 1st to 4th August – Review of Summit"

Objec5ves"

- Enhancing the 'organisa5on' model"
- To build capacity and enhance the 'par5cipa5on' within Peri-urban and rural communities in the 'genera5on' of innova5ons and technologies for 'social change and improvement.'"
- To strengthen linkages for 'collabora5on' and 'knowledge sharing' amongst actors in the 'na5onal' and 'suprana5onal' innova5on systems."
- To 'develop' a local 'knowledge-sharing' plaKorm that 'will drive' the 'genera5on' of other 'rural-based' technologies in 'future.'
- To 'replicate' the 'IDD5' model at 'na5onal' level and 'replicate' it at 'regional' level to 'strengthen' the 'mechanism' for 'social innova5on' development."

Organising'team"

- Varying 'skills,' 'resource' but 'people' and 'organisa5ons' passionate about 'the 'cause' for' 'IDD5.'"
- Unlike 'most' 'IDD5,' 'not' every 'organiser' is 'a' 'past' 'par5cipant.'"

Expected 'outcomes' for 'Zambia"

- Replica5on of the 'Model' in 'regional' countries (SADC)"
- Annual 'Regional' 'IDD5'"
- A 'working' 'prac5cal' model for 'rural' development"
- Build 'local' capacity in 'the' 'design' process"
- Development of 'Prototypes' for 'demand-driven' challenges"



*Launched IDD5 2013 on January 30th
 *Launch was officiated by Permanent Sec. Min. of Education
 Science, Vocational, Training and Early childhood training
 *Radio Southern 9 Phoenix, Q FM, Radio Christian Voice)
 *Using existing innovation networks to spread the good news!
 *Word of Mouth (Interactions with clients)

Where 'we' are"

- Summit 'Base:' "Iden5fied" (In 'house' 'Service' Training Trust)"
- Closed 'applica5ions' for 'Interna5ional' 'Par5cipants' –" pending 'a' 'selec5on' process"
- Some 'Project' 'site' 'visits' have 'been' 'under' taken"
- Possible 'projects' outlined from 'the' 'sites'"
- Some 'key' 'stakeholders' have 'been' 'engaged' for" resource 'mobiliza5ons' such 'include' among 'others' 'the' Southern African 'Innova5on' support 'programme'"

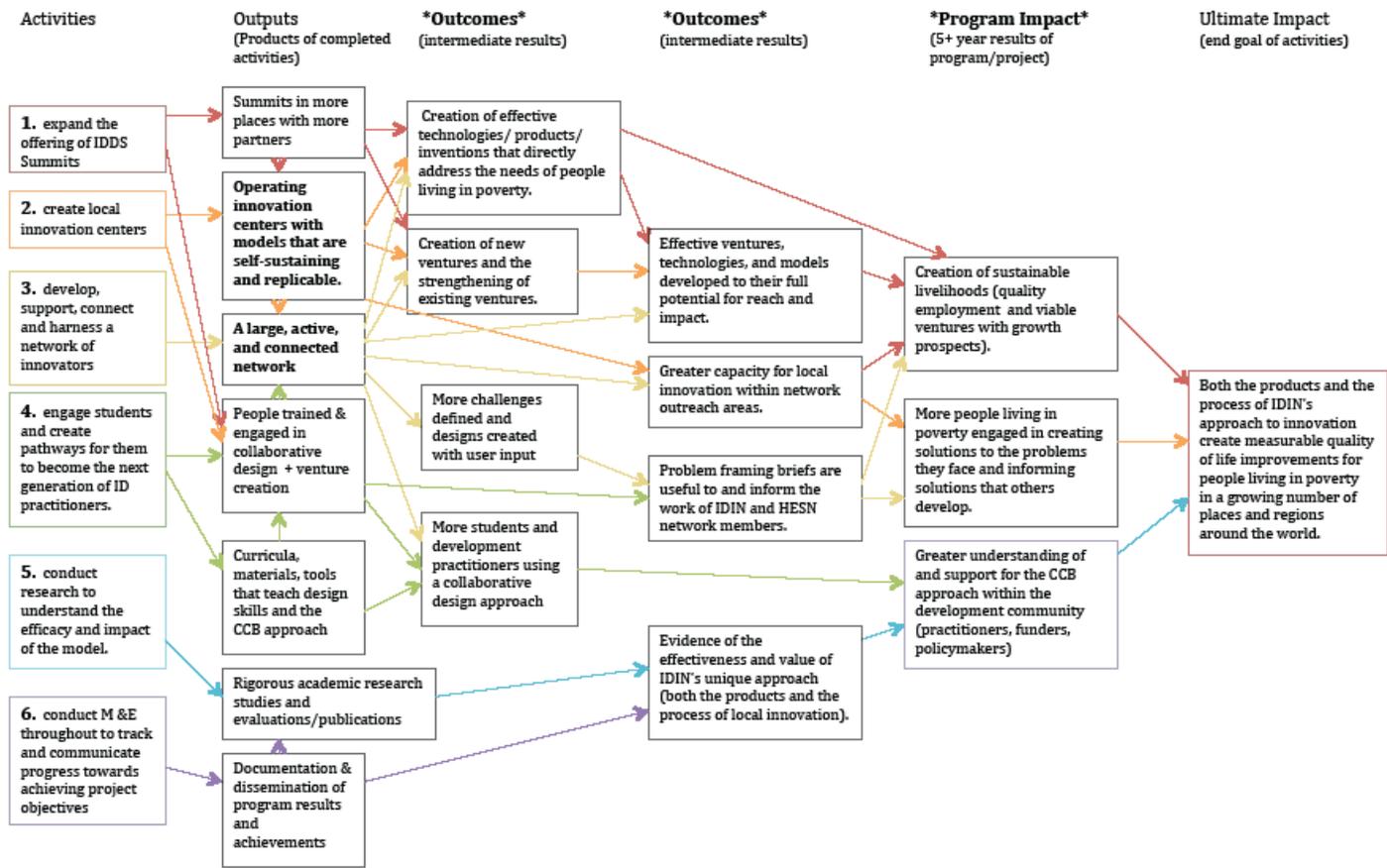
A rectangular slide with a light blue gradient background. The title "Next Steps" is centered at the top in a dark blue font. Below the title is a list of seven items, each preceded by a small blue pencil icon. The items are: Action Items, Communication Strategies, Next Meeting, NCI Panels, Summit Planning, Dinner tonight at 6, and Interview tonight at 8.

Next Steps

- ✍ Action Items
- ✍ Communication Strategies
- ✍ Next Meeting
- ✍ NCI Panels
- ✍ Summit Planning
- ✍ Dinner tonight at 6
- ✍ Interview tonight at 8

Appendix B: Monitoring and Evaluation Materials

- Results Chain
- Draft Results Framework



International Development Innovation Network (IDIN), MIT Draft Results Framework

<p>Goals:</p> <ol style="list-style-type: none"> 1. Engage people living in poverty in creating solutions to the problems they face and informing the creation of more effective solutions that others develop. 1. Demonstrate the effectiveness and development impacts of both the products (technologies/ventures) and the process of IDIN's approach to innovation. 			
Program Objectives	Build capacity for local innovation and creative problem-solving in IDIN network outreach areas.	Create successful innovations and ventures that enable scaling and replication of effective approaches.	Grow and leverage a vibrant network of diverse innovators from around the world.
Intermediate Results (outputs and outcomes)	More grassroots inventors, innovators, designers and entrepreneurs.	A process and method for enabling scaling and replication of successful technologies, ventures, and models.	Network members address development challenges posed by other members and the broader development community
	Regional innovation centers with models that are self-sustaining and replicable.	Identification of technologies and ventures with potential for high impact and scale.	Problem framing briefs created by network members and used by those both within and outside the network.
	More people trained in collaborative design methods and venture creation.	Development of technologies, products, and ventures that address the needs of people in poverty.	

International Development Innovation Network (IDIN), MIT

Draft Results Framework

<p>Goals:</p> <ol style="list-style-type: none"> Engage people living in poverty in creating solutions to the problems they face and informing the creation of more effective solutions that others develop. Demonstrate the effectiveness and development impacts of both the products (technologies/ventures) and the process of IDIN's approach to innovation. 			
Program Objectives	Produce evidence of the effectiveness, benefits, and impact of IDIN's unique approach.	Collaborate with USAID and HESN partners to increase mutual effectiveness.	Engage students and researchers in solving development challenges using a collaborative design approach.
Intermediate Results (outputs and outcomes)	Research studies, reports, papers and presentations.	Creation of platforms and processes to facilitate and streamline communications.	Increased student engagement with IDIN partners and projects
	Documentation of the impact(s) of program activities.		Curricula, materials, and tools that teach design skills and the CCB approach

Appendix C: Job descriptions for the research team

- Lead Researcher
- Monitoring, Evaluation, & Learning Coordinator
- Advertising flyer

Title: Lead Researcher, IDIN
Reports to: Director, IDIN
Location: D-Lab, MIT
Position: Full time

The International Development Innovation Network (IDIN) is part of the Higher Education Solutions Network (HESN), a groundbreaking partnership between USAID and top US and foreign universities committed to developing innovative solutions to global development challenges. IDIN is run by a consortium of institutions that includes Olin College of Engineering, Colorado State University, University of California-Davis, University of São Paulo, and Kwame Nkrumah University of Science and Technology, and is led by D-Lab at MIT. In addition to the programs at each of these institutions, the network is comprised of innovators in countries around the world who have participated in the International Development Design Summit (IDDS), an intense, hands-on collaborative design experience that brings together people from diverse backgrounds to create technologies and ventures that improve the lives of people living in poverty. Through design summits, innovation centers, rigorous research, and a growing network of global innovators, IDIN seeks to advance approaches to the theory and practice of international development that value local ingenuity and capacity.

The lead researcher will develop, lead, and coordinate an interdisciplinary research team as part of IDIN at D-lab, in collaboration with the Department of Urban Studies and Planning (DUSP) at MIT. IDIN is a newly funded program, within USAID's HESN, that builds on D-lab's successful track record of program implementation and adds significant new research activities designed to generate knowledge about the impacts of building individual and group capacities for technological innovation and creative problem solving.

Duties:

- Work with IDIN Director to refine the IDIN research agenda and program design;
- Recruit and manage a team of student researchers (graduate and undergraduate students) and coordinate activities of collaborating faculty members;
- Direct and support staff responsible for monitoring and evaluation of IDIN's programmatic activities;
- Serve as lead researcher on selected projects;
- Disseminate research findings to network partners and the academic community through journal articles, reports, and other relevant publications.

Qualifications:

- PhD or similar terminal degree in a social science field, with a preference for fields related to international development;
- A track record of, or potential for excellence in, research and scholarship in areas relevant to the program; experience in designing and implementing research projects;
- Demonstrated experience with quantitative and qualitative research methods;
- Program development and project management experience;
- Excellent oral and written English communication skills.
- Experience with project monitoring and evaluation, and a record of publication on related topics, and familiarity with technology-related projects are preferred.

Title: Monitoring, Evaluation, & Learning Coordinator, IDIN
Reports to: Director, IDIN; Lead Researcher, IDIN

Location: D-Lab, MIT

Position: Full time

The International Development Innovation Network (IDIN) is part of the Higher Education Solutions Network (HESN), a groundbreaking partnership between USAID and top US and foreign universities committed to developing innovative solutions to global development challenges. IDIN is run by a consortium of institutions that includes Olin College of Engineering, Colorado State University, University of California-Davis, University of São Paulo, and Kwame Nkrumah University of Science and Technology, and is led by D-Lab at MIT. In addition to the programs at each of these institutions, the network is comprised of innovators in countries around the world who have participated in the International Development Design Summit (IDDS), an intense, hands-on collaborative design experience that brings together people from diverse backgrounds to create technologies and ventures that improve the lives of people living in poverty. Through design summits, innovation centers, rigorous research, and a growing network of global innovators, IDIN seeks to advance approaches to the theory and practice of international development that value local ingenuity and capacity.

The monitoring, evaluation, & learning (MEL) coordinator will establish and manage an M&E system that will ensure the collection and analysis of quality performance data as part of IDIN at D-Lab. IDIN is a newly funded program, within USAID's HESN, that builds on D-lab's successful track record of program implementation and adds significant new activities designed to generate knowledge about the impacts of building individual and group capacities for technological innovation and creative problem solving.

Duties:

- **Establish an M&E System** The MEL Coordinator is responsible for developing and maintaining a uniform and consistent data collection and reporting methodology and schedule, and ensuring consistent and timely application of all components of the M&E system. This will include establishing data quality protocols, as well as managing data and information for easy retrieval and analysis. The incumbent will be a principal liaison with designated project staff in the design, development and roll out of a data management system. The MEL Coordinator will support the Director to lead quarterly M&E review and planning meetings with consortium partners and project coordinators. This includes leading periodic reviews of the logframe, program monitoring plan, and program theory of change to ensure the timely adjustment of indicators and activities while maintaining alignment with USAID's evaluation framework.
- **Build Staff Capacity for M&E** The MEL Coordinator will assess staff M&E capacity within IDIN and provide training and resources needed for relevant staff throughout the network to collect data and use the M&E system for ongoing reflection, learning and reporting. This will include training and guidance for staff and partners to understand and implement protocols, forms and guidelines for data collection, and analysis and reporting on both qualitative and quantitative data. Conduct routine monitoring visits to field sites to ensure high quality implementation of the M&E framework.
- **Collect and Analyze Data** The MEL Coordinator will oversee the development and use of an electronic information management database for the initiative, and will maintain all M&E tracking forms and tools related to the data collection system. The incumbent will participate in and coordinate the timely collection and analysis of all initiative performance data and facilitate key internal reflection processes as required. This will include collecting and analyzing both qualitative and quantitative data and information on critical assumptions throughout the life of the project,

and tracking key performance indicators. The incumbent will support ongoing critical analyses of initiative outcomes for program improvement and learning.

- **Compile, Manage and Report on Initiative Performance Data** The MEL Coordinator will compile and manage up to date data sets, providing a preliminary analysis of quantitative and qualitative data for the purpose of contributing to the development of annual work plans and mandatory USAID reporting materials. The MEL Coordinator will manage an M&E calendar and provide updates and guidance on any performance monitoring issues to the Director in a timely manner.
- **Disseminate Learning** Document challenges, best practices, and learning summaries related to the objectives of IDIN, and identify opportunities and venues for the effective sharing of this learning

Qualifications:

- Master's Degree in the Social Sciences or a field of study related to international development; a specialization in measurements and metrics is a plus.
- 2-4 years of experience with project monitoring and evaluation design and implementation, with a preference for projects related to international development;
- Significant experience in the development and management of M&E systems, survey design, and implementation; skills in all aspects of quantitative and qualitative evaluation, including participatory evaluation methodologies.
- Significant experience in the development and use of databases, data entry systems (PDA or phone-based), and use statistical analysis software (EpiData, Excel, Access, Stata, SAS) and research design software (Optimal Design).
- Knowledge of conceptual modeling and other key tools including results frameworks, theory of change, log frames, RBM, etc.
- Excellent oral and written English communication skills.



D-Lab



International Development Innovation Network

Seeks Applicants for two full-time positions in impact assessment and evaluation

Lead Researcher

- Develop, lead, and manage an interdisciplinary research team comprised of faculty and students (graduate and undergraduate) at MIT and collaborating universities.
- Work with partners to generate and disseminate knowledge on the development impacts of IDIN's local innovation and capacity-building approach to addressing the challenges of people living in poverty.

Monitoring, Evaluation & Learning Coordinator

- Establish and manage a performance measurement, monitoring and evaluation program, as well as a reporting system, for all IDIN programmatic activities.
- Track and evaluate progress on the initiative's objectives and generate data on program effectiveness and impact in collaboration with the research team.

For full position descriptions and application instructions:
<http://d-lab.mit.edu/opps>

International Development Innovation Network

IDIN is a consortium of universities around the world establishing a global network of local innovators using technology to address issues faced by people living in poverty.

IDIN is part of the new U.S. Agency for International Development (USAID) Higher Education Solutions Network (HESN). HESN is a groundbreaking partnership with seven top American and foreign universities designed to develop innovative solutions to global development challenges.

