

U.S. GLOBAL
DEVELOPMENT
LAB Powered by **USAID**

DAI REPORT ON CENTER FOR DEVELOPMENT INNOVATION MANAGEMENT SERVICES CONTRACT

Semi-Annual + Annual Report
September 2014 - September 2015

CENTER FOR DEVELOPMENT INNOVATION PROFESSIONAL MANAGEMENT SERVICES CONTRACT
IMPLEMENTED BY DEVELOPMENT ALTERNATIVES, INC. (DAI)

DAI supports the U.S. Global Development Lab and its' mission to integrate innovation principles and best practices into development programming around the world.

THE U.S. GLOBAL DEVELOPMENT LAB'S MISSION

- To produce breakthrough development innovations by sourcing, testing, and scaling proven solutions to reach hundreds of millions of people.
- To accelerate the transformation of the development enterprise by opening development to people everywhere with good ideas, promoting new and deepening existing partnerships, bringing data and evidence to bear, and harnessing scientific and technological advances.

CENTER FOR DEVELOPMENT INNOVATIONS

The U.S. Global Development Lab's Center for Development Innovations (CDI) works in close collaboration with Bureaus and Missions across the U.S. Agency for International Development to source and accelerate groundbreaking solutions to the world's biggest problems by harnessing the best in American and global scientific and innovation communities.

Through a four-year, \$25 million professional management services contract with DAI; CDI provides a variety of service offerings to help the Agency reach development innovation programming goals and to ensure the most promising solutions achieve impact at scale. Last year, \$6.5 million was invested in the following activities:



CO-CREATION PROCESSES



PROGRAM DESIGN



COMMUNICATIONS



STRATEGIC PARTNERS



ACCELERATION

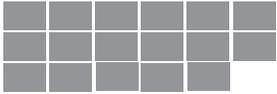


LEARNING CAPTURE &
DISSEMINATION

Snapshot: DAI's Year In Review

September 2014 - September 2015

Our portfolio rapidly grew within a year and demand is continuing to build. Over the course of the first year, the project has billed 15,031 hours from long-term personnel alone. Of that time, 37.9% was billed to overhead codes, while 62.1% was billed to initiatives.

	6 MONTH	12 MONTH	HIGHLIGHTS
 <p>CO-CREATION PROCESS</p>	 <p>3 ideation/co-creation events hosted</p>	 <p>6 ideation/co-creation events hosted</p>	<p>Over 230 individuals and 21 partner firms engaged</p> <p>Sectors: Health, Civil Society, Data and Development, Social Development</p> <p>Locations: Washington, New York, Istanbul and Phnom Penh</p>
 <p>PROGRAM DESIGN</p>	 <p>5 programs designed</p>	 <p>16 programs designed</p>	<p>6 types of innovation programs developed</p> <p>4 platforms procured</p> <p>5 bureaus</p> <p>4 missions</p> <p>25 programs benefit from program design support</p>
 <p>COMMUNICATIONS</p>	 <p>7 campaigns conducted</p>	 <p>15 campaigns conducted</p>	<p>Over 2,950 innovators responded to calls</p> <p>Greater than 47% application conversion rate</p> <p>70 articles placed in major media outlets</p>
 <p>STRATEGIC PARTNERS</p>	 <p>7 RFPs issued</p>	 <p>17 RFPs issued</p>	<p>Over 100 major procurements</p> <p>Mobilized 38 short-term experts, 14 long-term staff</p>
 <p>ACCELERATION</p>	<p>100</p> <p>Global Innovation Exchange launched in under 100 days</p>	<p>1,000+</p> <p>Over 1,000 innovations on the Exchange</p>	<p>1,017 innovations posted on the Exchange</p> <p>\$249 million in funding opportunities highlighted</p> <p>200 USAID staff, 500 partner organizations engaged</p>
 <p>LEARNING CAPTURE & DISSEMINATION</p>	<p>10 Innovation Program Toolkits with over 500 pages of guidance and 90 templates released and disseminated</p>	<p>4 processes for learning capture established</p>	<p>10 Innovation Programming Toolkits released featuring 500 pages of guidance, 90 templates and success stories</p> <p>5 workshops</p> <p>21 consultations</p>



The co-creation approach to designing solutions is new a practice within USAID and allows the Agency to engage partners in a robust and meaningful way throughout the entire process of creating, identifying, implementing, and evaluating solutions to development challenges. While co-creation is inherently messy and unpredictable due to the number of actors with a role in the process, it recognizes that no one actor has the answer and no organization on its own can solve the problem. By allowing space for multiple organizations to come together with USAID and other donor partners, the Agency opens the possibility to push boundaries, challenge assumptions, and allow for more comprehensive, innovative solutions to be identified, tested, and scaled.

RESULTS TO DATE:

Workshops

6 ideation/ co-creation events:

- Oct. 2015: Fighting Ebola Grand Challenge for Development online ideation platform
- Nov. 2015: Civil Society Innovation Initiative (CSII) co-creation workshop
- Feb. 2015: Family Care First co-creation workshop
- June. 2015: MERLIN co-creation workshop
- July 2015 Countering Trafficking in Persons (CTIP) co-creation workshop
- Sept. 2015: CSII co-creation workshop

Individuals

Through the co-creation workshops, we have engaged more than 200 individuals in a collaborative design process that allows people to set aside their institutional allegiances and collectively work together to create better solutions for development challenges. Typically, this process takes between 6-8 weeks to plan and execute although efforts are currently under way to reduce this time.

Partners

In support of our co-creation work, DAI released a Request for Information to engage and identify partners for co-creation, collaboration, facilitation and design. We received responses from 26 interested firms, 21 of which were deemed viable partners for the Lab.



CASE STUDIES

Sharing Ideas: The Fighting Ebola Grand Challenge for Development is a three-pronged effort to bring together innovative ideas, cutting-edge solutions, and strong partnerships to bear in the fight against the devastating virus. The Challenge launched an open ideation platform through its partner Open IDEO. Over the course of the one-month open ideation stage for the Challenge, 472 research concepts, 624 ideas, and 3,168 comments were submitted. From these 624 ideas, 20 concept proposals were submitted, and three were selected to move on to a competitive pitch session.

Co-Creating Concepts: Family Care First aims to identify collaborative, new solutions to promoting a family-first approach to child-care and protection. DAI designed and implement a co-creation workshop in coordination with the Design Thinkers Group, which brought together experts from more than 30 organizations in Cambodia. More than 800 ideas were generated, ultimately leading to nine concept notes which were further integrated into one integrate, two-part award for a comprehensive, collaborative approach to preventing child-family separation.



By working alongside teams during program design, DAI is able to integrate learning and experience from other innovation programs while also extracting new learning from the approach applied. This leads to better programs (avoiding the same mistakes) and creates room for experimenting with new approaches and iterating on the model. Additionally, when engaging in the design process, we have a chance to think holistically about the kinds of coordinated support we might offer, including design, partnership identification and management, communications and engagement, knowledge capture and building a learning agenda.

Program Design Process

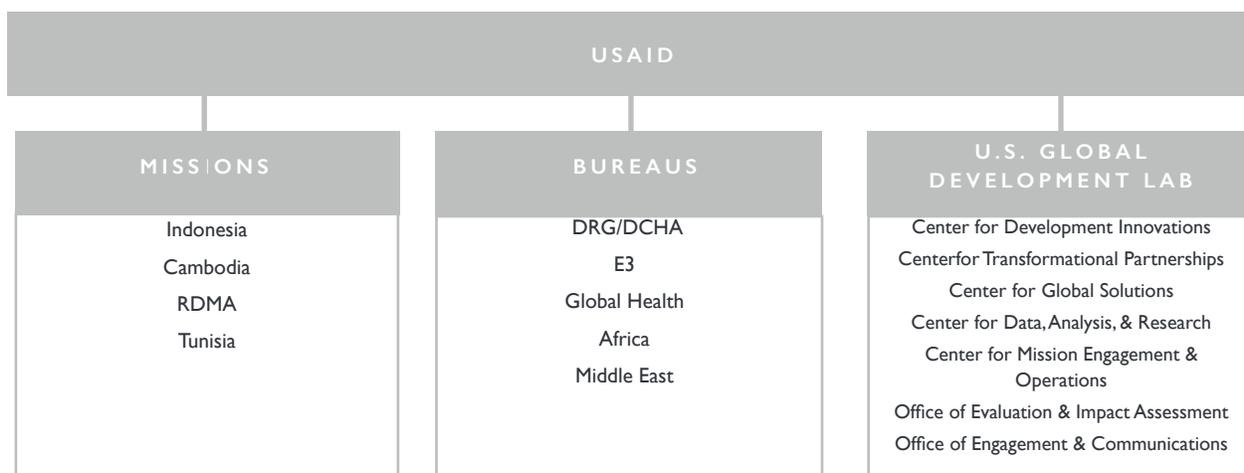
DAI offers guidance and assistance throughout the program design process. This process includes a comprehensive discussion of design activities including confirming strategic objectives, determining the types of innovations sought, determining the type of competition, understanding participant motivations, and advising on solicitation mechanism. Once the program is designed, DAI provides support on operationalizing the program, preparing for the launch, initiating the launch, and evaluating and selecting winners.

Over the course of 2014-2015, DAI supported program design of 16 programs. These include:

- ACR Disability Prize
- ACR Track and Trace Prize
- ASEAN Women in Science Prize
- Civil Society Innovation Initiative
- Climate Resilient Maize Interactive Systems Map
- Countering Trafficking in Persons/Supply Unchained
- Desal Prize
- Ebola Broad Agency Announcement
- Family Care First
- Fighting Ebola Grand Challenge for Development
- Global Innovation Exchange
- Indonesia Inclusive Workforce Development Initiative
- Indonesia Palm Oil Value Chain Launch Initiative
- Indonesia Systems Mapping and Futures Analysis
- Indonesia WASH Prize
- Tunisia Scenario Planning

Number of USAID teams supported: 25

Who benefits from our support?

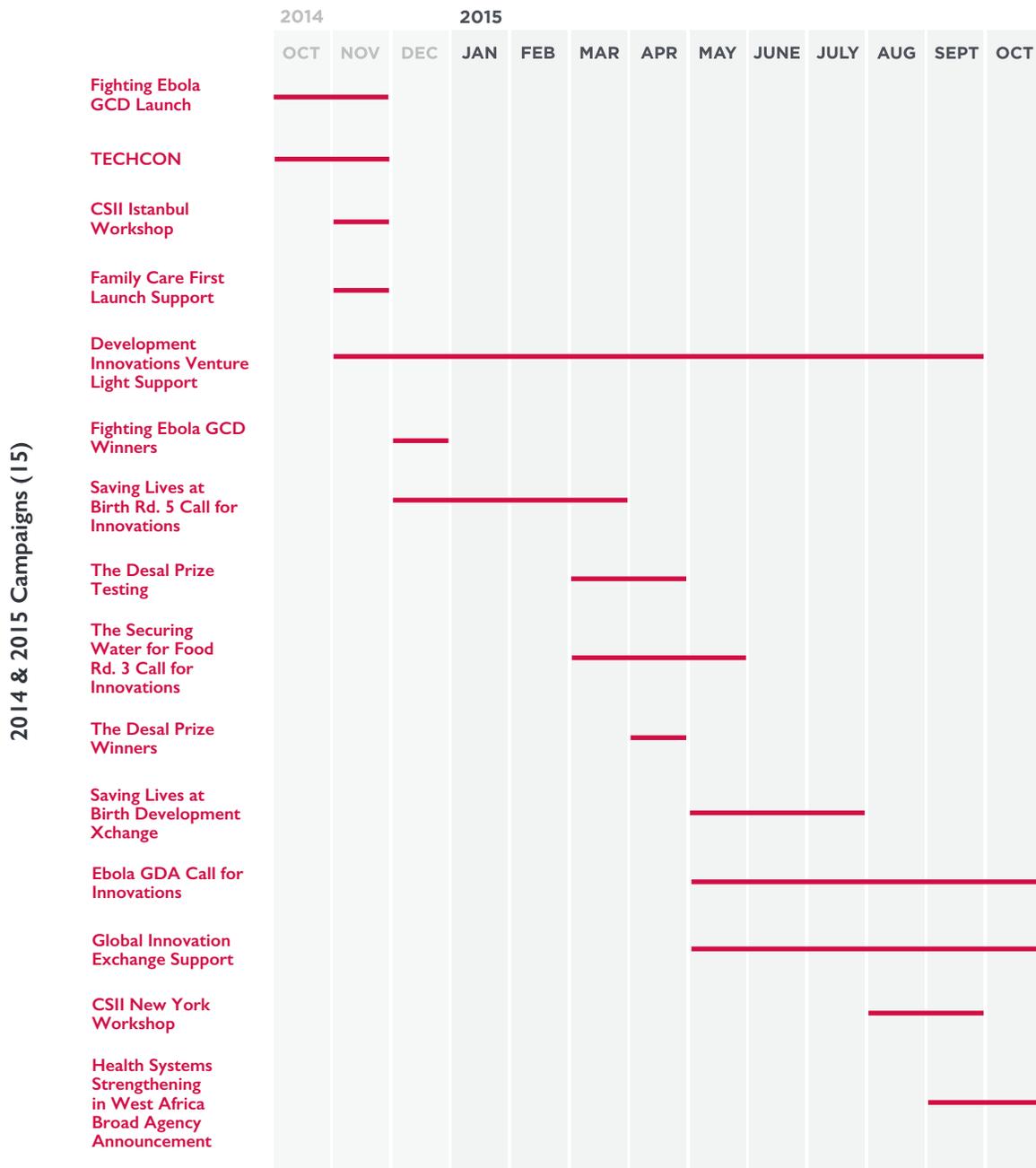


CASE STUDY

Design-on-the-Fly: DAI supported the design of the Fighting Ebola Grand Challenge for Development (GCD) from the earliest days of the program. Drawing on lessons learned from previous GCDs, and incorporating approaches from other innovation programs, Fighting Ebola was designed and launched in less than two weeks and incorporated a number of new program elements. These included an in-person hackathon with more than 100 participants, an online ideation platform which produced 472 research concepts and 624 ideas, a rapid review of concept notes leading to an in-person pitch session for finalists, and strategic partnerships to ensure select innovations could be tested and delivered to the market where they were most needed in as little time as possible.



To build communities and source high-value innovations for The Lab, our communications and outreach efforts engage new partners, solvers and other stakeholders. DAI designs and implements outreach campaigns to attract the best solutions, establish the Lab's reputation as a leader in innovation design, and engage press and media to build our global reputation. Communications campaigns can be run on a short-term basis to promote an open call for solutions or on a longer-term basis to build Lab recognition and leadership around innovation programming.





Success Snapshots



SAVING LIVES AT BIRTH ROUND 5 CALL FOR INNOVATIONS

- 761 total applicants
- 57 developing countries represented
- 52% of applications from developing countries
- 95 transition-to-scale applicants



SECURING WATER FOR FOOD ROUND 3 CALL FOR INNOVATIONS

- 408 total applications
- 67 countries represented
- 65% of applications from developing countries
- 408 applications submitted/864 registered platform users = 47.22% conversion rate



SAVING LIVES AT BIRTH DEVELOPMENT XCHANGE

- Over 500 participants
- 9.4 million social media impressions
- 1.7 million social accounts reached
- +15 media placements



CASE STUDY

Creating an Impression: DAI led on the design and implementation of the communications and outreach campaign for the Desal Prize. By taking a sustained and comprehensive approach that comprised of email blasts, social media, influencer engagement, and press outreach, DAI was able to build awareness around the testing of Desal Prize technologies in Alamogordo, New Mexico. During the week of the competition, DAI worked in coordination with Melwood Global to generate more than 600,000 impressions on social media and over 30 press placements with a total circulation of 670 million which resulted in more than 210,000 shares of press placements. The Desal Prize website logged over 5,000 unique page views during that month. The Desal Prize teams received significant interest from external partners based on the press outreach.

Press & Media Engagement

Since March 2015, Melwood Global has support 10 Lab programs and placed:

- 70 stories featured in mainstream outlets: such as NPR, CNBC, NBC News, Bloomberg Television, Boston Globe and Voice of America, as well as strategic trades including Devex, NextBillion, Business Fights Poverty, and World Highways, among others
- Reaching a combined circulation numbers of over 700 million
- Resulting in 251,427 unique shares on Facebook, Google+, Twitter
- 57 stories pitched, 1,483 pitches made
- Total cost: \$350,000





DAI has managed a procurement process that dramatically reduces turnaround times and ensures a process that is targeted toward new sectors, which do not have experience with USAID contracting regulations. By modifying the procurement process while ensuring that it is still transparent, fair and compliant, DAI has developed processes that allow USAID to target new technical areas with sophisticated and new-to-USAID firms such as ideation and acceleration firms, graphic designers, filmmakers, public relations firms, and web designers. Opening these new sectors to USAID programming both allows further integration of innovative approaches and expands USAID’s partnering capabilities.

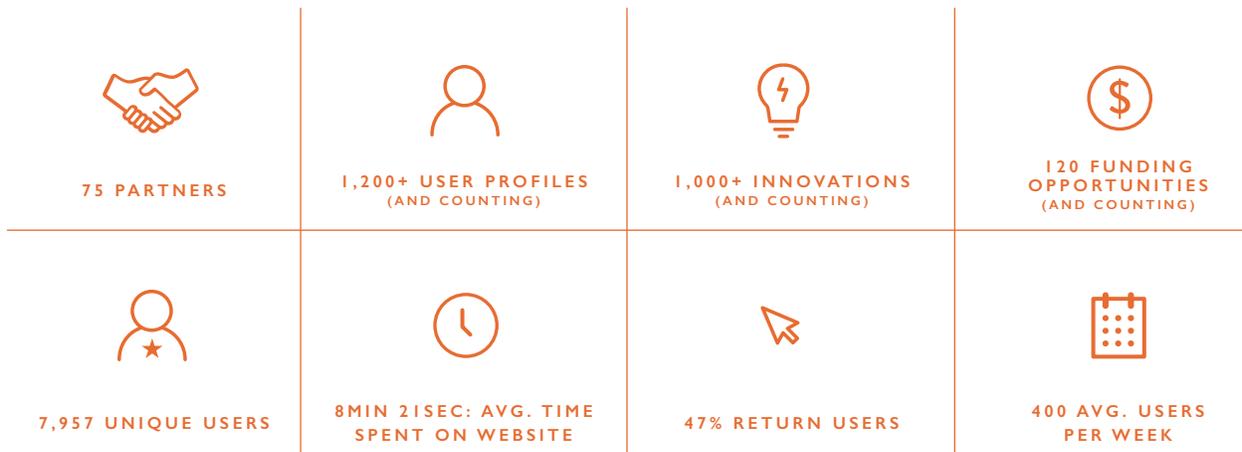
Key Statistics:

- Number of RFPs / Task Orders Issued: 17
- Speed of release to award: On average, one month from issuance to award. The average turnaround for a USAID direct-issued procurement is approximately 180 days, so we have created a mechanism to enable smaller-value, strategic and straightforward partner mobilizations in response to program needs from USAID clients.
- Engaged with vendors on more than 100 procurement activities separately during the first year of the project
- Mobilized 38 short-term experts, 14 long-term staff
- Built relationships with 21 preferred innovation program partners





The Global Innovation Exchange is a global online marketplace for innovations, funding, insights, resources and conversations, allowing the world to better work together to address humanity's greatest challenges. From Day 1, DAI has been involved in the conceptualization and development of what has become the Exchange. Within 6 weeks of winning the CDI support contract, DAI issued an RFP for the Exchange. By mid-December 2014, the team on-boarded the Forum One contractor and under an aggressive work plan, launched a site within 100 days. DAI has participated in 19 two-week design sprints and engaged with over 200 USAID staff and 500 external organizations over the course of the year.



GLOBAL INNOVATION EXCHANGE

DAI set up the Global Innovation Exchange in less than 100 days.

globalinnovationexchange.com



CASE STUDY

Accelerating Innovation: In 2015, USAID's Global Development Lab launched the Global Innovation Exchange BETA site. DAI is the project manager for the Exchange, procuring and managing the site developer and a team of over 20 interns to build out content on the site. DAI has also presented the Exchange at international events, secured and managed platform partners, developed content, supported users, led communications strategy and activities, and given input on the strategic direction and growth of the Exchange.

As a result of DAI's work on the Exchange, we have far surpassed our targets and expectations for the Exchange in 2015. As of the end of September 2015, the Exchange had over 1,700 users, more than 1,000 innovations, over \$250 million in funding opportunities, and over 85 partners. The Exchange was created to support the acceleration of innovations by connecting innovators with funding opportunities, potential partners, market information, and experts more quickly. By participating in the Exchange, innovators are able to find and access resources from around the world. During this initial BETA phase, DAI will continue to monitor these connections to evaluate how they are benefitting innovators and accelerating innovation across sectors.



Through Learning Capture, the Lab is building a knowledge repository from which internal and external stakeholders can draw useful, relevant and timely information to help inform their program design. It is also a resource for strategic decision-making. With deep, contextual information as a backdrop to understand why an activity was or was not successful, other stakeholders can make more informed decisions about whether a particular innovation approach will be effective in their specific scenario. Since June 2015, the U.S. Development Lab and other parts of the Agency have invested in five Learning Capture activities.

Since June 2015, Learning Capture has been focused on:

1. Building and managing iDesign team’s learning strategy
2. Capturing CSII learnings
3. Developing a set of recommendations through learning, analysis, and “ground-truthing” done around a variety of diaspora engagement models for The Center for Transformational Partnerships diaspora models
4. Assist with the Monitoring, Evaluation and Learning strategy for the U.S. Development Lab, participating in 5 workshops and 21 consultations and weighing in on 13 RFPs
5. Work with the Indonesia Mission to capture learning around the pilot systems mapping effort and scenario planning

Steps of the learning process:



Toolkits

Prior to June 2015, DAI updated and disseminated a series of 10 toolkits that distills four years of learning and insights from 40 actors inside and outside USAID. The toolkits include 500 plus pages with over 90 templates, examples, and real-life examples. These knowledge products offer ready access to guidance and tools that span the innovation program lifecycle from defining the problem to scaling the solutions.



CASE STUDY

Capturing Learning: DAI is working with USAID’s DCHA Bureau to capture lessons learned by the Civil Society Innovation Initiative (CSII), a civil society-driven effort to support local actors in promoting an open environment by building capacity for vibrant, sustainable, rights-based, and pluralistic civil societies. Since October 2014, DAI has worked with DCHA to support and plan for the co-creation process that guides and defines this groundbreaking initiative. In addition to support two workshops, DAI is working to produce a report that captures the process, outcomes, and learning from the most recent workshop and provides recommendations for carrying the momentum forward, parlaying it into strong incubation processes and hub designs. In addition, DAI is capturing learning from the previous year’s work that includes the development and release of the Civil Society BAA, the Turkey workshop, the post Turkey Workshop dialogue and the six regional co-creation workshops.

LAB DUAL MISSION
 Breakthrough development innovations that impact millions produced ||
 Transformation of the development enterprise accelerated

INNOVATION OBJECTIVE
 Adoption of high impact development solutions increased

IR1
 High Impact Solutions Produced

IR2
 Innovation Models and Design Practices for Development Advanced

Sub IR1.1
 Portfolio of High Potential Innovations Sourced

- **1,769 of applications received this period**
- # of innovations in the portfolio
- % of new solutions with evaluations
- average level of evidence of new solutions
- # of direct beneficiaries of new solutions
- average % of external (non-USAID) financing for new solutions

Sub IR1.2
 Evidence of Innovation Potential Built

- % of all solutions with an evaluation
- average level of evidence of all solutions
- % of new awards with completed needs analysis
- **10 of innovation discovery & testing knowledge products disseminated**

Sub IR1.3
 Barriers to Scaling Innovation Impact Addressed

- # of direct beneficiaries/customers of all solutions
- average % of external (non-USAID) innovation financing for all solutions
- % of TA requests fulfilled
- # of deals supporting solutions
- \$ of deals supporting solutions

Sub IR2.1
 Innovation Models and Design Practices Mainstreamed

- **8 new program activities adopting smart use of innovation models & design practices**
- **5 Agency OUs demonstrating increased institutionalization of innovation models & design practices (Missions)**

Sub IR2.2
 Innovation Models and Design Practices Valiated

- **2 program activities testing new types of innovation models and design practices**
- **10 innovation model & design practice knowledge products developed**

CLOSING THOUGHTS & RECOMMENDATIONS

From September 2014-September 2015, DAI saw incredible uptake of enthusiasm and support for innovation programming across the Agency and at the Mission-level. As indicated throughout this report, buy-in levels have been steadily increasing in terms of breadth and scope, which indicates that the Lab is succeeding in its mission to build demand and utilization for innovation programming across the Agency.

Key observations:

1. The Lab is eager to identify, adopt, and incubate innovative new program solutions within the Agency and around the world.
2. The demand for technical assistance and advisory support around these programs is considerable.
3. There is a movement towards more sophisticated programming choices both at headquarters and in the field suggesting that there is an opportunity for enhanced impact.

Key Lessons Learned:

1. Be strategic: Innovation programming is an approach to development program design. Co-creation workshops are a means to an end, not the entire point. Through our work with internal teams, we aim to ensure that innovative tactics help build better programs that align with their strategic goals.
2. Don't be afraid to say no: As a buy-in mechanism, it goes against our nature to say no to potential clients. However, we need to ensure that we always deliver the highest quality and thus need to be more strategic about the types of work we take on. Work must test the Lab's theory of change, support critical experimentation that adds to the Lab's success indicators, and be viable for broader use across the Agency.
3. Capture metrics and learning: While we have added a Learning Capture Specialist to our team, it is the responsibility of every member of the DAI team to capture and disseminate lessons learned, best practices and we are going to focus on sharing those beyond CDI, beyond the Lab and beyond USAID in year 2.