



Developmental Evaluation of UNICEF's work on Innovation with Children in Malaysia

Final Report Presentation

4th September 2019

Contents

Agenda	Delivery	Timing	Mins
Opening Remarks	Marianne Clark-Hattingh	14:00 – 14:05	• 5 presentation
Part 1: Background to the evaluation <ul style="list-style-type: none"> • Evaluation Purpose, Objectives and Scope • Innovation Imperative • Innovation Theory of Change • Learning Framework • Q & A 	Mohit Grover Sarah Kerrigan	14:05 – 14:30	<ul style="list-style-type: none"> • 15 min presentation • 10 min Q&A
Part 2: Evaluation Methodology <ul style="list-style-type: none"> • Design and Methods • Methodological Limitations • Q&A 	Bavithira Chelvakumar Alfatanah Ibrahim	14:30 – 14:55	<ul style="list-style-type: none"> • 15 min presentation • 10 min Q&A
Break		14:55-15:10	• 15 min break
Part 3: Findings, Recommendations, Conclusion <ul style="list-style-type: none"> • Approach • Organisations • Resources & Capabilities • Incentives and Ecosystem • Q&A 	Sarah Kerrigan	15:10 – 16:45	Per section: <ul style="list-style-type: none"> • 10 min presentation • 10 min Q&A
Reflections and Closing	Marianne Clark-Hattingh	16:45 - 17:00	• 15 min presentation

Opening Remarks

Marianne Clark-Hattingh

Part 1: Background to the Evaluation

Mohit Grover & Sarah Kerrigan

The innovation imperative – the global and country context

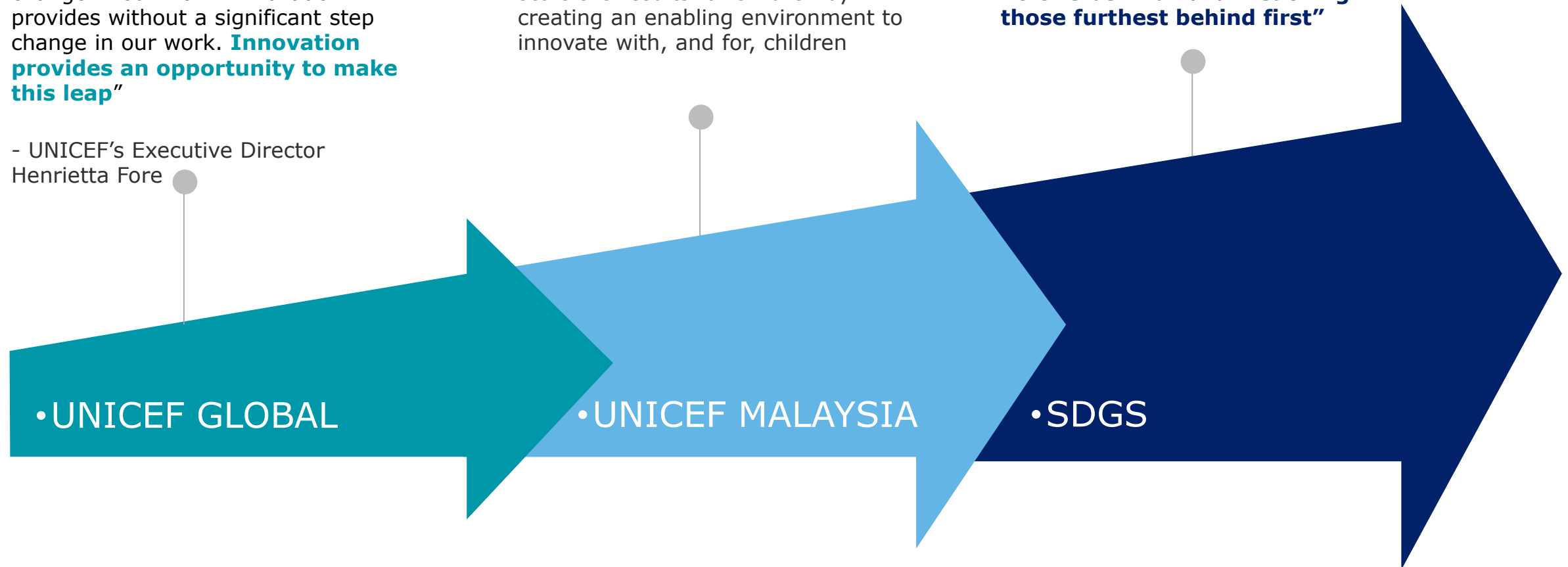
Why is innovation important?

“We will not reach many of the Sustainable Development Goals (SDGs) without a significant step change in our work. Innovation provides without a significant step change in our work. **Innovation provides an opportunity to make this leap**”

- UNICEF’s Executive Director
Henrietta Fore

UNICEF Malaysia has embraced innovation as a **core and cross-cutting strategy** to accelerate and scale the results for children by creating an enabling environment to innovate with, and for, children

UNICEF Malaysia’s Country Programme Action Plan (CPAP) is anchored in the principles of **“leave no one behind”** and **“reaching those furthest behind first”**



Purpose, objectives, scope and users

Why are we here today?

Purpose

- **Help** UNICEF Malaysia harness innovation to increase the impact of the country office
- **Inform** the continued evolution of the UNICEF work on innovation for children in Malaysia

Objectives

- **Build** a culture for learning and adaptability by providing guidance on how to nurture a culture of innovation
- **Identify** opportunities for innovation, including providing guidance on new entry-points for achieving country programme objectives through innovation
- **Document** learnings, tools and insights to ensure they can be shared, replicated and thoroughly reviewed

Scope

- **Six-month** duration from January 2019 to June 2019
- **Covers ongoing innovation work** since the introduction of an Innovation Specialist in January 2016, including activities undertaken across the Malaysian Peninsular, Sarawak and Sabah.
- **Forward-looking**, supporting UNICEF's work on innovation as the Country Office prepares for the next planning cycle

Intended Users

- **Primary users** (senior management and staff within UNICEF Malaysia) can use the findings to identify new and inform the development of new strategic partnerships and initiatives.
- **Secondary users** (social enterprises, the private sector, East Asia and Pacific Regional Office (EAPRO), UNICEF Headquarters and children and youth) can use the results to highlight synergies and inform areas of collaboration and partnership

Innovation in practice

How are other country offices harnessing innovation?



UNICEF Mexico

- Mapping a migrant child's journey using design thinking and rapid prototyping
- In 2017, UNICEF Mexico and Art Centre Students conducted a series of knowledge sessions on design thinking and prototyping to field engagements to test designed interventions to address the needs of migrant children



UNICEF China

- Tsinghua-UNICEF innovation lab for children with disabilities
- In 2016, UNICEF China partnered with the Department of Information Art & Design, Academy of Art & Design at Tsinghua University to establish the Global Innovation Centre for Children (TUGICC). A priority area for TUGICC is inclusive learning.



UNICEF Thailand

- Early moments matter on mobile (EMMM)
- In 2019, UNICEF Thailand together with the Ministry of Public Health, launched the Early Moments Matter on Mobile (EMMM) to provide knowledge, training and instruction from early childhood development professionals to strengthen critical parenting skills.

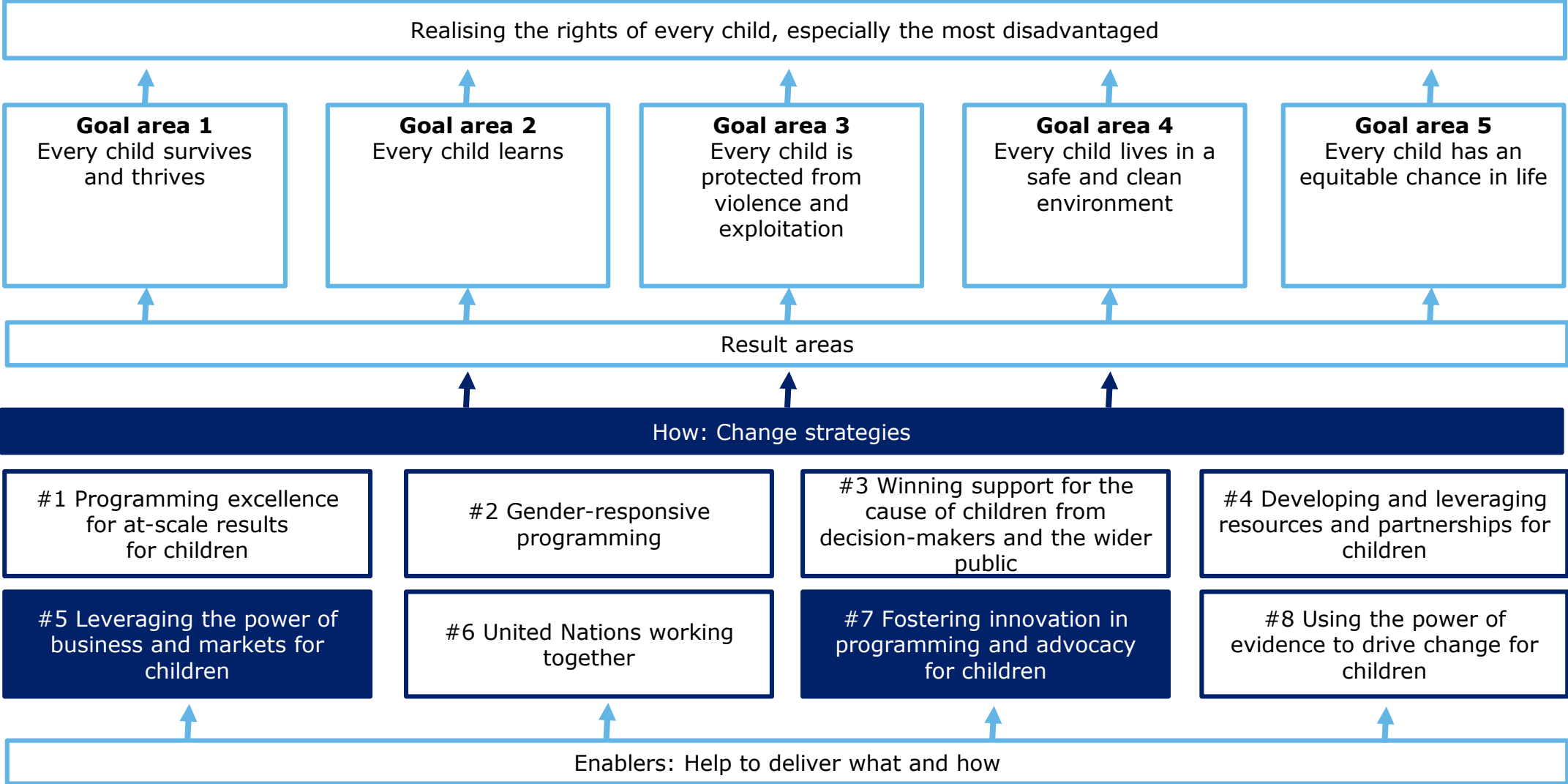


UNICEF Brazil

- Connecting disconnected communities using 'InfoPoverty'
- In 2016, UNICEF Brazil together with UNICEF's Office of Innovation and the Fundação Amazonas Sustentável (FAS) collaborated to conduct a research for a project called 'InfoPoverty'.

Integration of innovation at UNICEF

Where does innovation feature in UNICEF's strategy?



Defining innovation at UNICEF

What is innovation?

There is no agreed definition for innovation within UNICEF. However, the most common definition is '**doing something new and/or different that adds value**'. This can be applying a new method or product, or collaborating with a non-traditional partner with the aim to improve UNICEF's results for children.



Physical Tools / Hardware

Including **product innovation**, utilised for specific sectoral programme delivery.

Key examples include:

- Drones used to deliver results for children,
- Adolescent Kit for Expression and Innovation
- Ready-To-Use Therapeutic Foods (RUTFs).



Digital Technology

Including **information management**, storage, monitoring, and advocacy.

Key examples include:

- U-Report
- RapidPro
- Primero software application
- Somleng, an open- source telephony software.



Innovative Methods

Including innovative methodologies and approaches that support **behavioural change**.

Key examples include:

- Human-Centred Design (HCD)
- Data Must Speak
- Accelerated School Readiness



Innovative Partners

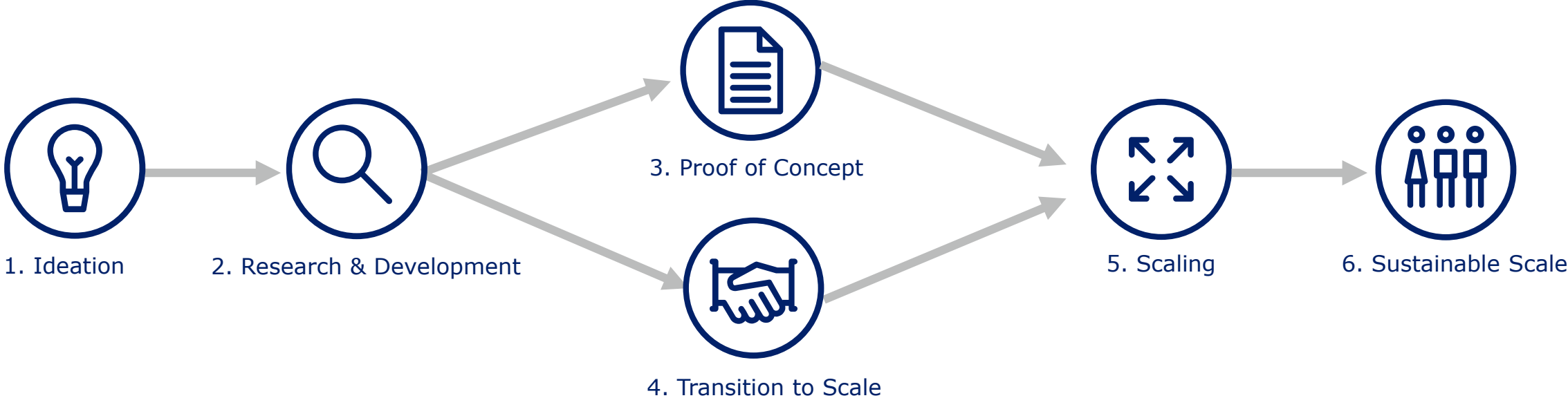
Including **partnerships to flourish** innovation solution within an innovation ecosystem.

The following partnerships as the critical for innovation to succeed:

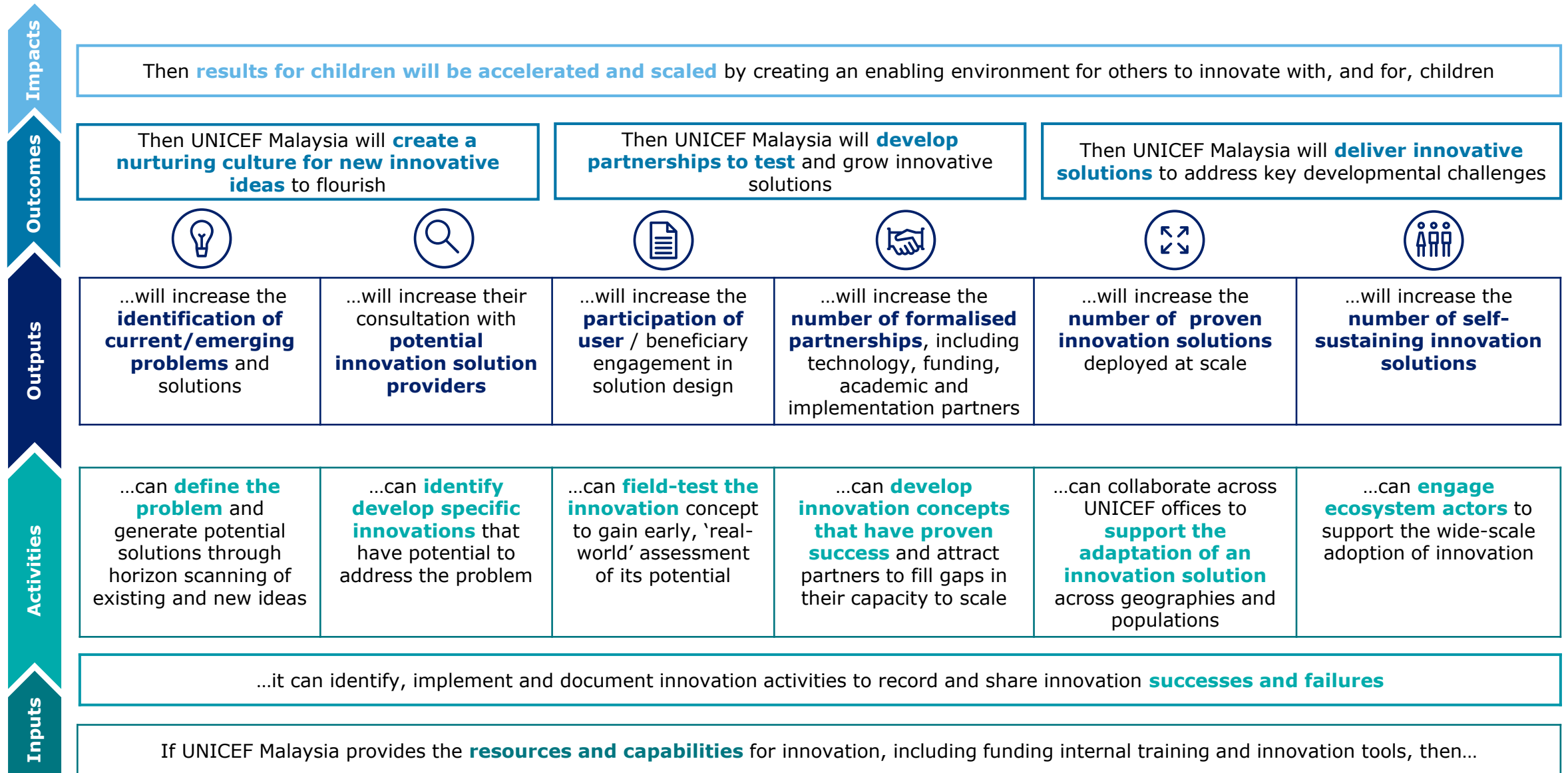
- Start-up companies
- Private sector
- Academic
- International agencies / UN agencies

The process of innovation

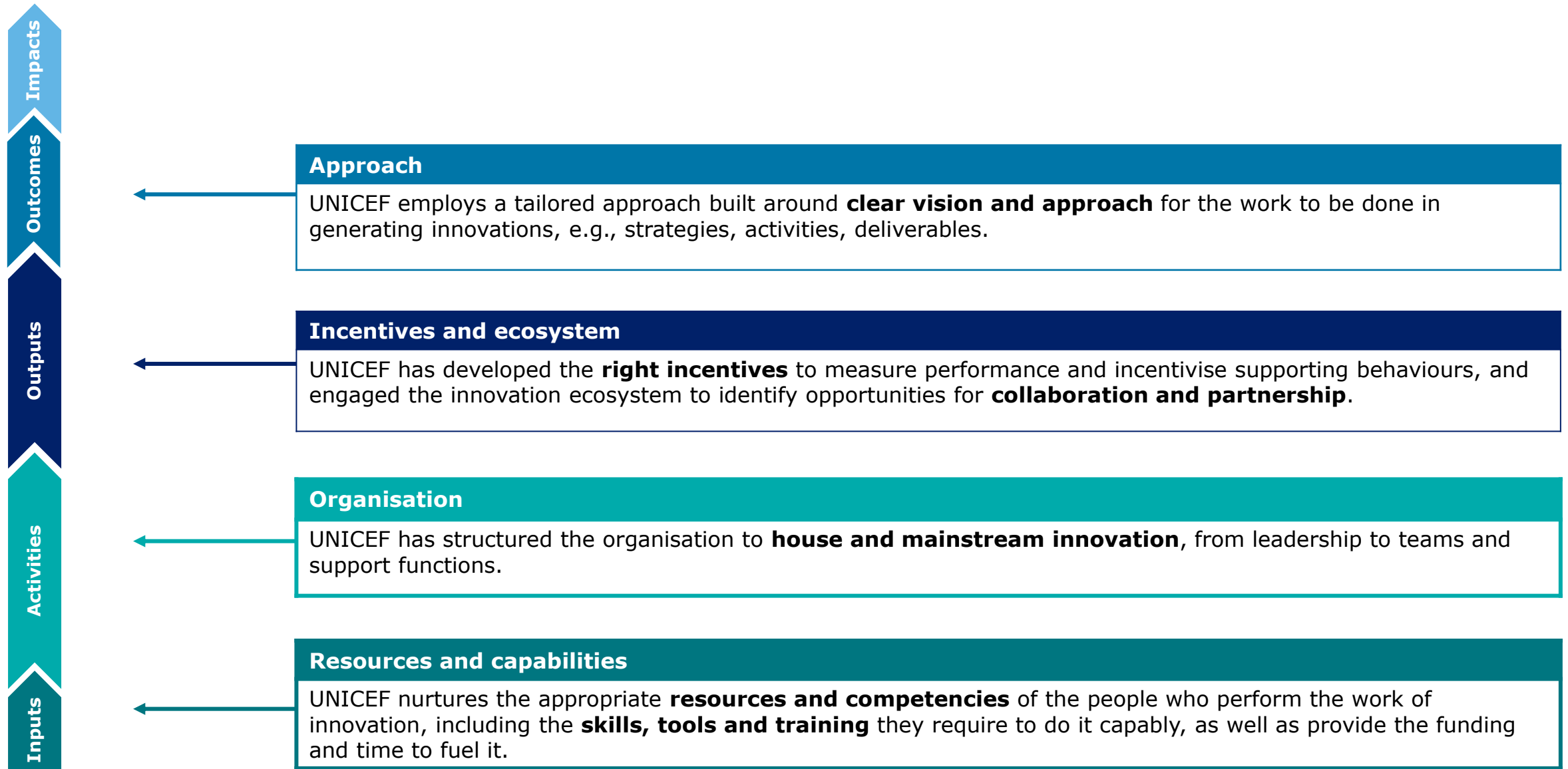
How is innovation conducted in practice?



The Innovation Theory of Change



The Innovation Theory of Change



Learning Framework and Questions

What was the guiding framework?



Approach

Innovation strategy:

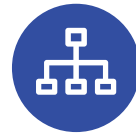
- 1.1 Is there an innovation strategy that clearly identifies what you are trying to accomplish?
- 1.2 Does your strategy include priorities based on strategic imperatives?

Portfolio management:

- 1.3 Does your innovation portfolio include a variety of solutions (e.g., high, medium and low-risk)?

Process:

- 1.4 Do you have a defined process to identify, incubate, test and launch ideas? Is learning from failure built into your process?
- 1.5 Do you have a process to involve key project beneficiaries in the identification, incubation, testing and launch of ideas?



Organisation

Senior leadership:

- 2.1 Do your senior leaders serve as champions of innovation activities?

Governance and ownership:

- 2.2 Who makes innovation-related decisions?
- 2.3 Is there a clear process for vetting and implementing innovative ideas?

Collaboration:

- 2.4 Do you have mechanisms for pursuing innovation that requires collaboration?



Resources and capabilities

Funding

- 3.1 Do you have a transparent funding approach to make innovative ideas a reality?
- 3.2 Is the funding able to balance the needs of core programmatic areas with higher ambition for innovation?

Internal training:

- 3.3 Are you building internal capacity around innovation?

Innovation tools:

- 3.4 What are the tools in the innovation toolbox?
- 3.5 Are equity and gender considerations incorporated into the innovation design?



Incentives and ecosystem

Rewards and incentives:

- 4.1 Do you reward drivers of innovation success (e.g., novel ideas, pilot executions, etc.)?

Innovation metrics:

- 4.2 Do you have defined metrics around innovation?
- 4.3 Are these metrics communicated across the organisation?

Innovation ecosystem:

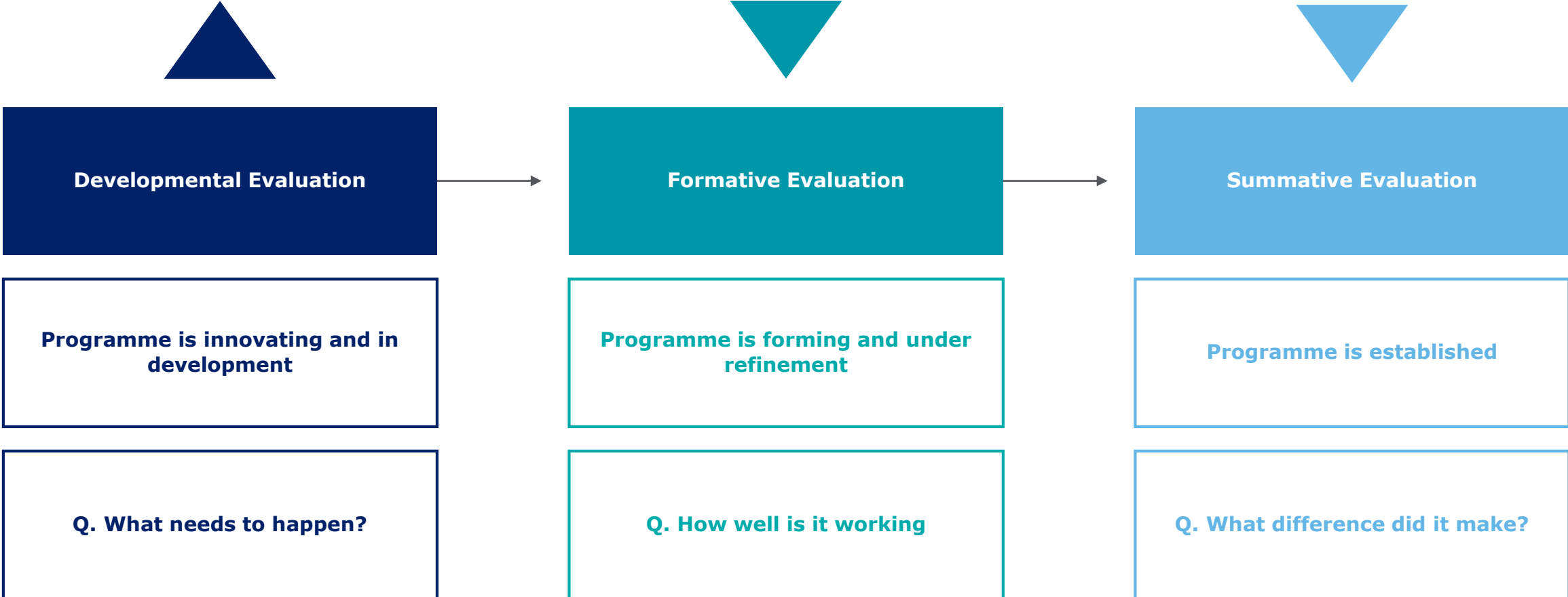
- 4.4 Do you have a process to foster innovation with ecosystem partners and innovation beneficiaries?

Part 2: Evaluation Methodology

Bavithira Chelvakumar

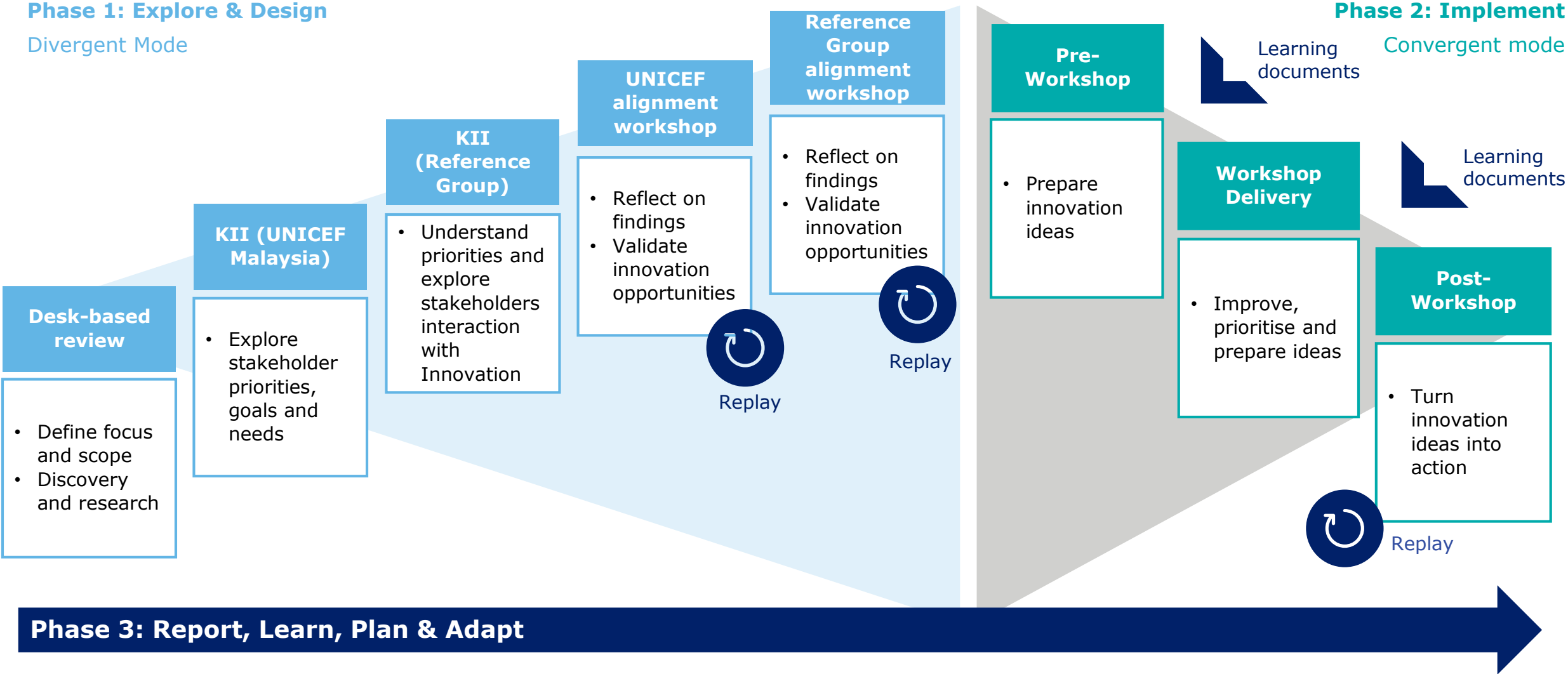
Developmental Evaluation Approach

What is a Developmental Evaluation?



Developmental Evaluation Design and Methods

What was our approach?



Phase 1 Explore and Design

What did we do?



Desk Review

- **Primary resources**, including workplans, handover documents, and organisational charts
- **Secondary resources**, including reports and literature from other UNICEF Country Offices, Government and partner organisations



Key Informant Interviews

- **Exploratory interviews** were conducted to capture the perspective of internal and external informants
- Interviews used a **semi-structured interview questions**. Notes were documented for each interview and coded in a data collection tool
- Guided the development of a **'current state assessment'** to help build a picture of the work of innovation, including the enablers and barriers to innovation



Data Analysis

- Notes were documented for each interview and **coded in a data collection tool** in line with the four themes of the learning framework, including 'approach', 'organisation', 'resources and capabilities' and 'incentives and ecosystem'
- The data was analysed the frequency of each theme, and reviewed the data for **emergent patterns or anomalies**



Prepare Inception Report

- The **inception report** included the object of evaluation, evaluation purpose, objective and scope, proposed methodology and proposed timeline
- The inception report went through several **rounds of review** and iteration with the Evaluation Specialist and Innovation Specialist at UNICEF Malaysia. It was followed by a review by the Developmental Evaluation Reference Group

Phase 2 Implement

What did we do?



Observations

- Observations were captured through three primary mechanisms: **informal discussion, formal meetings or workshops, and presentations.**
- Observation helped examine whether UNICEF Malaysia provides an enabling **environment for innovation to thrive.**
- Observations were **tracked and evaluated against the learning framework.**



Interventions

- **Intervention techniques** included asking questions, facilitating discussion, sourcing or providing information, mapping information, making new connections or reminding the group of agreed goals.
- The **innovation workshop** was delivered as a key intervention with the objective of helping UNICEF Malaysia to prioritise, qualify and refine innovation ideas and entry-points.



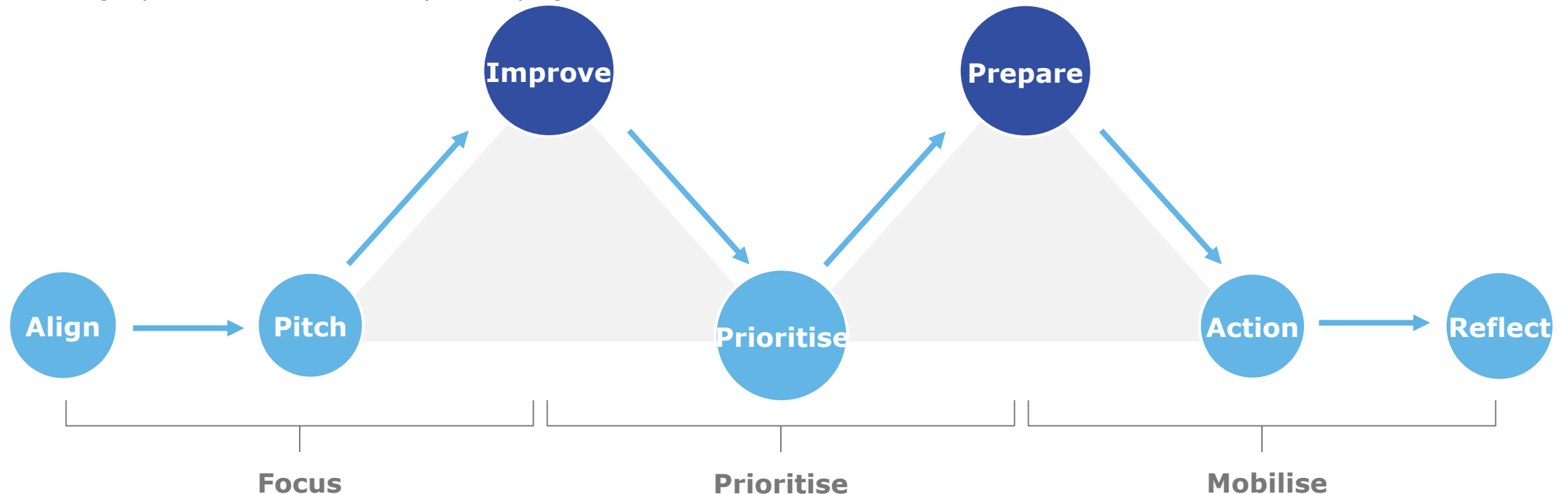
Sense-making

- **Information was analysed and synthesised** with the aim of identifying patterns and integrating new information into the work on innovation.
- Techniques such as coding were used to draw out **patterns, trends and insights.**

Phase 2 Implement

What did we cover in the workshop?

Workshop objective: The workshop was conducted to test the use of innovation 'tools' and 'techniques' that could help address some of the specific challenges raised around categorising innovation ideas in a portfolio, developing a qualification process for vetting innovation ideas, and establishing a process for collaboratively developing innovation ideas.



Phase 2 Implement

What tools and techniques were presented?

How-Might-We Statement



Who...

- PFP, Programmes and Innovation can collaborate



...does what...

- Harness innovation tools such as RapidPro to gauge the preferences and interests of supporters
- Use content as a channel for C4D communications, recognising that supporters may also be parents, teachers etc.



...so that...

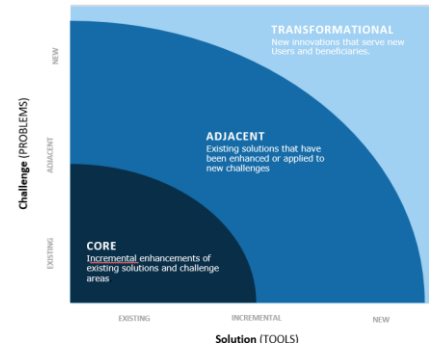
- Supporters are actively engaging with UNICEF Malaysia initiatives
- Supporter behaviours are positively influenced by UNICEF's content
- Supporters amplify UNICEF's messages
- PFP channel the insights captured from supporters are shared with Programme colleagues



...how...

- PFP work with Innovation to pilot test 2000 donors to capture their preferred communication content
- PFP work collaboratively with Programmes and Innovation to tailor and target content to supporters based on their preferences
- PFP, Programmes and Innovation collaborate to scale the insights

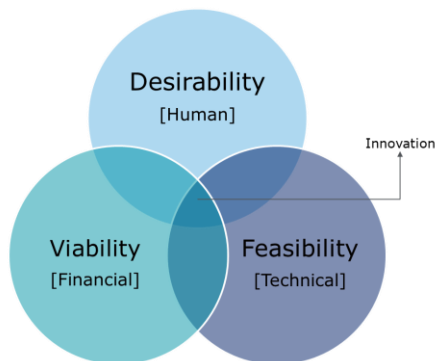
Innovation Portfolio Matrix



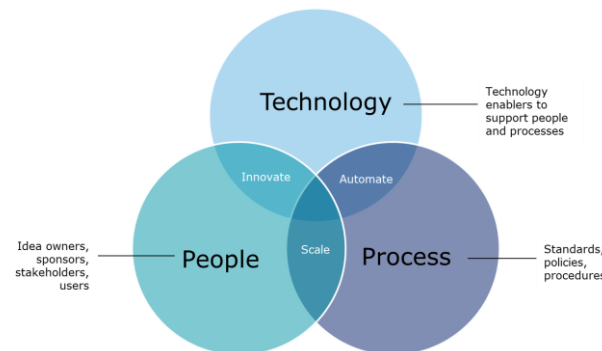
SCAMPER Matrix

IDEA	Substitute	Combine	Adapt
	What can be substituted? Who else? What else? Alternate, replacement, stand-in, surrogate, proxy, reverse, replace with, exchange, use instead, switch, swap, fill in for, replace.	What ideas can be combined? For what purpose? Unite, join, merge, mingle, come together, conjoin, link, relate, mix, blend, intermix, mingle, fuse.	What else is like this? What can you emulate? Change, alter, adjust, vary, bend, fit, rework, familiarise, find your feet.
Modify or Magnify	Put to other uses	Eliminate or minimize	Rearrange or Reverse
What can be made larger or extended or exaggerated? Transform, revise, curb, control, enlarge, blow up, expand, increase, augment, extend, boost, heighten.	What else can this be used in, on, for, with? Employ, make use of, utilise, exercise, apply, exploit, exhaust, take advantage of, manipulate, treat, benefit, enjoy, tap.	What should you remove? What would happen if it were smaller, more condensed or compact? Remove, eradicate, abolish, get rid of, do away with, reject, disregard, throw out, exclude, expel, pass, purge, destroy, kill, exterminate.	Could this be transposed, reversed, flipped, swapped? Reorganise, reorder, reposition, move, reshuffle, redistribute, relocate, readjust, overturn, turn around, undo, swap, transpose.

Desirability, Viability, Feasibility Framework



Technology, People, Process Matrix



High-level Roadmap

Idea name:					
Idea explanation:					
Idea sponsor:					
Idea main beneficiaries:					
UNICEF activity	Who to collaborate with?	Who to engage and consult with?	Timeline	Responsible	Priority

Phase 3 Report, Learn, Plan & Adapt

What did we do?



Document Learnings

- Key learnings, including **emerging insights, reflections and developmental moments** were captured in learning document
- The key learnings were used to guide the work of innovation at UNICEF Malaysia by **encouraging reflection of what is working and what is not working and why**



Prepare Evaluation Report

- The results were **synthesised into findings and conclusions**, and a series of forward **looking recommendations** were developed
- The evaluation report progressed through several rounds of **review and iteration** with the Evaluation Specialist, Innovation Specialist and Developmental Evaluation Reference Group

Methodological Limitations

What may have impacted the findings?

Objectivity

Risk:

- Proximity to the subject increases the risk that **objectivity** could be compromised

Mitigation:

- Pursued a **team approach** to ensure that analysis is cross-checked across the team
- Utilised an **experienced Subject Matter Expert (SME)** as an independent sounding board

Time Allocation

Risk:

- Challenging to **tie time estimates to** pre-determined **deliverables**
- Restricted opportunity for the **Lead EE to engage in informal interactions** with broader UNICEF Malaysia staff

Mitigation:

- Pursued a **team approach**, ensuring the Lead EE was supported by a Malaysia-based team

Physical Presence

Risk:

- Singapore-based Lead EE had to balance time working on and off site
- The limited amount of time on site made it **harder for the Lead EE to build internal relationships** with staff members within UNICEF Malaysia

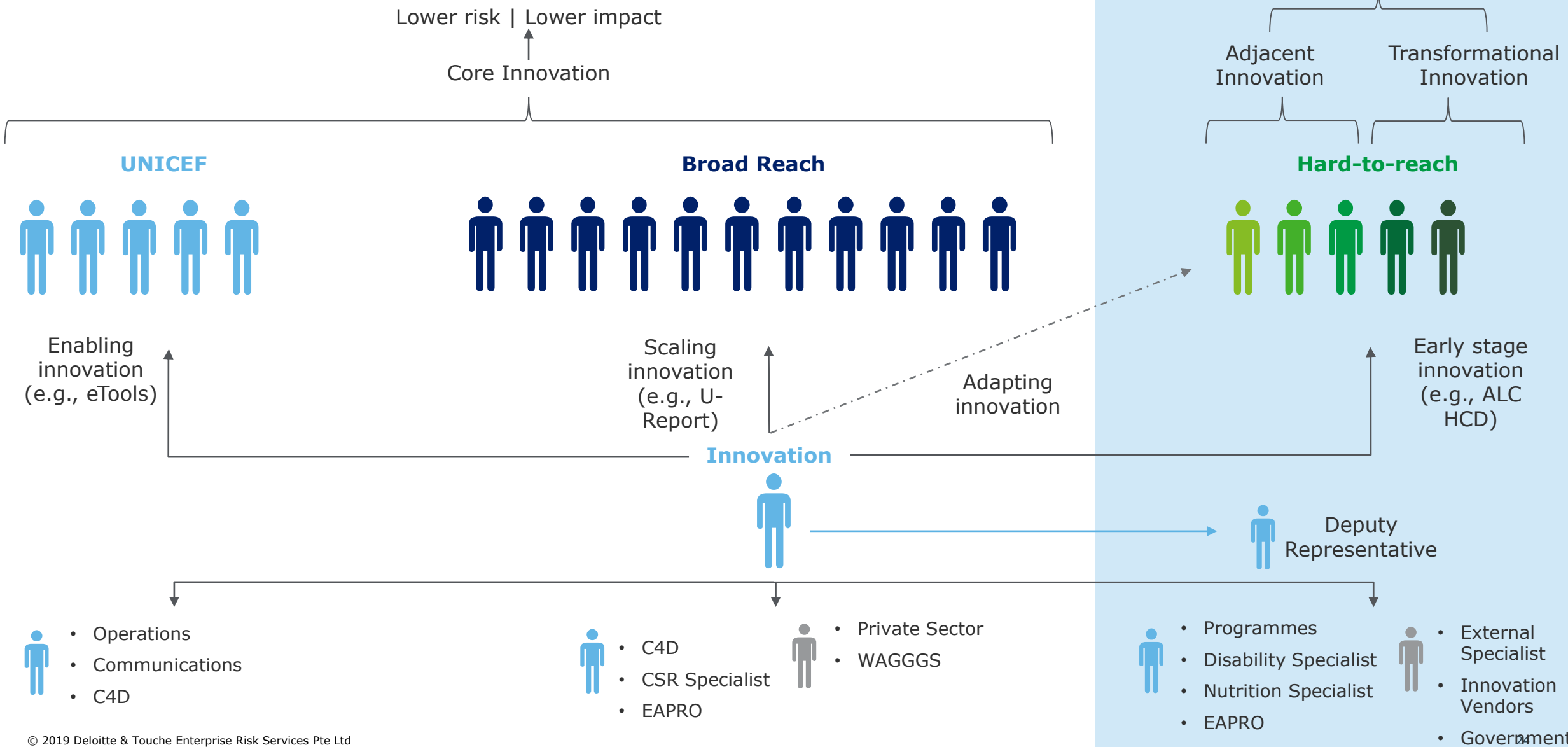
Mitigation:

- Conducted a **series of 1-on-1 KIIs** to build rapport with a broader number of staff members

Part 3: Findings, Conclusions and Recommendations

Sarah Kerrigan

Our Perspective



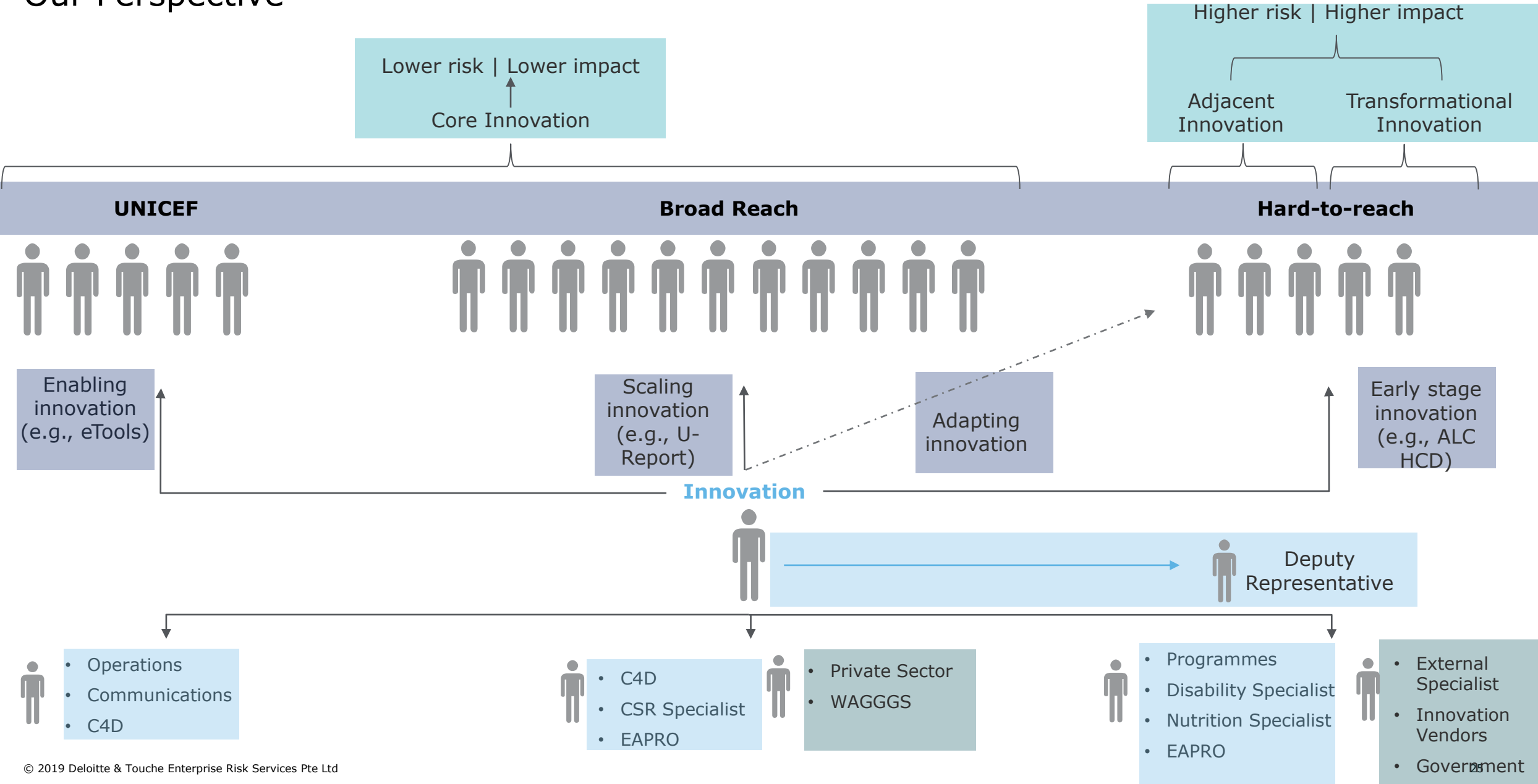
Our Perspective

 Approach

 Organisation

 Resources and capabilities

 Ecosystem and incentives



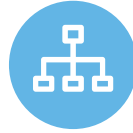
Learning Framework Hypothesis

What were our assumptions?



Approach

UNICEF employs a **tailored approach** built around **clear definitions** and approaches for the work to be done in generating innovations, e.g., strategies, activities, deliverables.



Organisation

UNICEF has structured the organisation to house and **mainstream innovation**, from leadership to teams and support functions.



Resources and capabilities

UNICEF nurtures the **appropriate resources** and competencies of the people who perform the work of innovation, including the **skills, tools** and **training** they require to do it capably, as well as provide the **funding** and time to fuel it.



Ecosystem and incentives

UNICEF has developed the right ecosystems and incentives to **optimise innovations, measure performance** and **incentivise supporting behaviours**.

Approach – Findings

What did we find?

1.

Innovation is positioned as a **core, cross-cutting** strategy

2.

Innovation **strategy is well aligned** to UNICEF's Strategic Plan

3.

Efforts to **embed and mainstream** innovation across the CO

4.

Efforts to explore and support the **establishment of partnerships**

5.

Strategy is **not well contextualised to Malaysia** as an upper-middle income country

6.

A **lack of a common understanding** of innovation, and how it can be applied as a strategy

7.

Evidence of a **mixed portfolio of innovation activities**

8.

Limited communication is **decreasing awareness and participation** with innovation

9.

Confusion around roles and responsibilities is hindering innovation

10.

Innovation is largely happening in an **organic manner**

11.

The **'fail fast' concept** has not been widely embraced

Approach – Conclusions

What does this mean?

Conclusion 1:

Staff struggle to connect the innovation strategy to the Malaysia context and day-to-day work

- The innovation strategy clearly identifies the role of **innovation as a cross-cutting change strategy** to support the acceleration of country results.
- The innovation strategy is **well aligned to UNICEF's Strategic Plan** (2016-2021) in that it recognises the importance of harnessing innovation to accelerate country objectives.

Limited alignment around the **definition of innovation**

Innovation strategy is **not well contextualised** to Malaysia

Limited insight on **integration and application** of innovation in practice

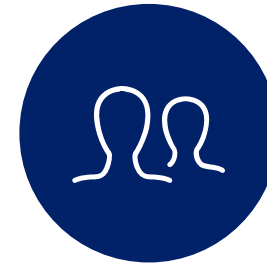
Approach – Recommendations

What are the recommended actions?

Recommendation 1:

Build internal alignment by contextualising the innovation strategy for Malaysia

Who?



Country Representative
Deputy Representative
Innovation Specialist
Senior Advisor, Innovation

How?



Communicate the **definition of innovation**

Determine where Malaysia is **best positioned** to innovate

Determine whether the **strategic intent and focus** of innovation

- UNICEF Malaysia **should prioritise making a series of strategic decisions** to bring clarity to its work on innovation.
- These critical decisions should determine (1) What is innovation for UNICEF Malaysia, (2) Where is UNICEF Malaysia best positioned to innovate, and (3) What are the strategic focus areas for innovation

Organisation – Findings

What did we find?

12. Formal integration of innovation into CO plans is essential to create the right enabling environment

13. Support for innovation **weakens among middle management**

14. Reporting lines are arranged to **support mainstreaming** of innovation across the CO

15. Current reporting lines provide **space for cross-matrix collaboration** across the CO

16. Misalignment of expected **areas of innovation focus**

17. Innovation collaboration is occurring across UNICEF's cross-matrix structure

18. Innovation networks play a key role in nurturing a culture for innovation

19. Procedures are not adapted for private-sector partnerships in the context of innovation

Organisation – Conclusions

What does this mean?

Conclusion 2:

Innovation is considered peripheral to core programmatic activities

- At present, the Innovation Specialist role reports directly to the Country Representative.
- The **reporting lines** were configured in this way to support **mainstreaming of innovation** as a core and crosscutting strategy across the organisation.
- However, the structure has **not created an enabling environment** for innovation to be embedded within core programmatic sections.

Current **reporting lines** have **supported cross-matrix collaboration**

Natural touch-points with cross-cutting sections

Innovation has **not 'taken root' in programme sections**

Organisation – Recommendations

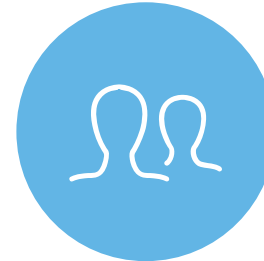
What are the recommended actions?

Recommendation 2:

Consider structural changes to better mainstream innovation into programmes

- UNICEF Malaysia should reconfigure reporting lines so that the Innovation Specialist reports directly into the **Deputy Representative**
- This reconfiguration would enable **greater integration** of innovation and send a **strong signal** to programmes that innovation should be actively engaged

Who?



Country Representative

Deputy Representative

How?



Reconfigure reporting lines
within the organisation

Nurture a culture of innovation
within programmes

Resources and Capabilities – Findings

What did we find?

20.

The **current funding structure** creates an **enabling** environment for innovation

21.

Innovation budget not used to support **programmatic activities**

22.

Innovation budget allows for **higher risk taking** compared to regular country programme budgets

23.

Internal capacity around **innovation is hindered by a closed mind-set** to innovation

24.

Broad skill set required within the CO to effectively **receive and embrace** innovation

25.

Innovation **solutions are being tested and applied** across the organisation

26.

Excellent track record in supporting the **transition to scale** of innovation solutions

27.

Innovation tools are **not always designed** with a lens of **gender equality and human rights**

Resources and Capabilities – Conclusions

What does this mean?

Conclusion 3:

An open mind-set is critical to mainstreaming innovation across the organisation

- Innovation is about taking **emerging approaches and** tools, and testing how they can be applied across contexts. If successful, innovations are scaled.
- The key word to point out here is the **word 'success'**, as it indicates that some innovations will succeed and some will fail
- Through observations we found that some staff (particularly within programmes) appeared **resistant to trying something new** or different, seeking evidence or proof of its prior success before engaging with its potential

The **receptiveness of staff** to try something new or different was identified as a **key factor** influencing the success of innovation

Resistance to trying something untested or unproven was largely attributed to **feelings of risk-taking** and failure

Budgetary constraints were **not identified as a barrier**

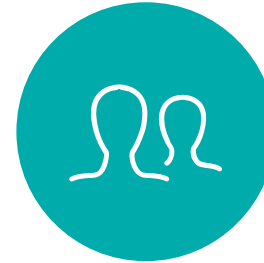
Resources and Capabilities – Recommendations

What are the recommended actions?

Recommendation 3:

Accelerate the adoption of innovation by introducing cross-functional innovation KPIs

Who?



Deputy Representative
Planning, Monitoring and
Evaluation Specialist

How?



Provide **cross-functional responsibility** for output 2.5 Innovation and Entrepreneurship in the **results matrix**

- **Recognition** as the primary form of reward within UNICEF Malaysia
- **Cross-functional innovation metrics** should be introduced to **accelerate the adoption and integration** of innovation
- The **formalisation of innovation** in this manner will support the **transfer of accountability** from the Innovation Specialist to the organisation more broadly.

Resources and Capabilities – Conclusions

What does this mean?

Conclusion 4:

UNICEF Malaysia is well positioned to dually support early innovation and pathways for scale

- UNICEF Malaysia has **demonstrated tremendous leadership** and success in supporting **internet-enabled innovations**, such as **U-Report** to scale.
- Over the past six months, UNICEF Malaysia has helped to **grow the number of registered users** by **71%** to reach a total of 27,139 U-Reporters across the country.
- At the same time, UNICEF Malaysia's **commitment** to reaching those left behind first present **a unique opportunity for the CO to also support early innovation.**

Success of U-Report indicates that UNICEF Malaysia is **well positioned to support scaling internet-enabled innovation** solutions

Missed opportunity lies in **early innovation** focused on reaching the hard-to-reach

Resources and Capabilities – Recommendations

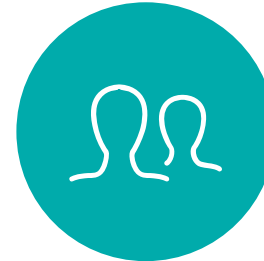
What are the recommended actions?

Recommendation 4:

Utilise the innovation matrix portfolio to determine the allocation of resources for scaling existing solutions vs developing early innovation solutions

- Provide greater clarity on how innovation should be optimally positioned **along the innovation and scale continuum**
- Harness a **portfolio management approach** as a tool to find the balance between focusing on existing, tried-and-tested internet-enabled innovations that need **scaling** vis-à-vis innovations that need developing from **early stages**

Who?



Deputy Representative
Section Heads
Senior Adviser, Innovation
Innovation Specialist

How?



Consult with the UNICEF Global Innovation Centre to **establish a pipeline** of solutions at the **point of scale**

Collaborate with programmatic colleagues to **identify specific pain points** associated with reaching the **hard-to-reach**

Use the **innovation portfolio matrix** to determine the time and resources that should be spent on innovations

Incentives and Ecosystem– Findings

What did we find?

28.

Recognition is the primary form of **reward**

29.

Lack of formalised metrics creates a **disincentive** for innovation

30.

Partnerships are an **essential component** of the innovation strategy and work plan

31.

Active collaboration with a **broad range** of private sector partners since 2016

32.

Collaborations with **education** is identified as an **entry-point and emerging area** of opportunity

33.

Tremendous **opportunities** to **continue collaborations** within Malaysia's innovation ecosystem

Incentives and Ecosystem – Conclusions

What does this mean?

Conclusion 5:

Recognition and rewards are essential to incentivise innovation in the absence of formal KPIs

- UNICEF primarily **rewards and incentivises behaviour through recognition.**
- This recognition may come in the form of **verbal recognition** from a senior manager in a team meeting, or by **having work showcased** to UNICEF and UN peers on platforms, e.g., UNICEF's Stories of Innovation online page.
- The lack of innovation metrics serves to **reinforce the perception** that innovation is an additional task that is outside regular programming activities.

Senior management endorses innovation and has publically supported it by recognising the success of U-Report

Despite this, **responsibility for the success** of innovation lies **with the Innovation Specialist**, reinforcing the perception that **accountability for the achievement** of innovation is borne by one person

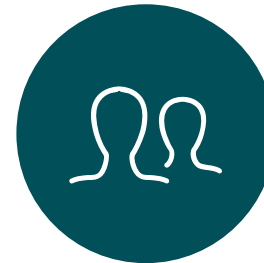
Incentives and Ecosystem – Recommendations

What are the recommended actions?

Recommendation 5:

Redesign the funding structure for innovation so that its budget can be harnessed as risk-funding

Who?



Country Representative
Deputy Representative
Innovation Specialist

How?



Utilise the **innovation portfolio matrix** to support **budget allocation** of innovation activities

- Clearly **allocate the innovation budget for trying new and different things** which are unproven, and may result in **failure**.
- **Create an environment for staff to become more receptive** to collaborating with innovation on activities outside of core/planned programmatic activities.
- A shift in budget labelling should be accompanied by a commitment to document, **share and celebrate both successes and failures**.

Incentives and Ecosystem – Conclusions

What does this mean?

Conclusion 6:

Significant opportunities to engage and collaborate with partners within Malaysia's innovation ecosystem

- Malaysia's **innovation ecosystem is broad and diverse**, including government agencies, UN agencies, social enterprises, NGOs, universities, incubator programmes, private sector and impact investors.
- The innovation strategy recognises that the critical role of partnerships to **uplift UNICEF's work on innovation** in Malaysia.
- Partnerships can **unlock the potential** to scale innovations or target innovations to achieve the hard-to-reach through **partnership networks, knowledge and technology**.
- **Unclear strategy** to engage potential innovation partners.

The CO is actively **exploring, networking and identifying** innovative partnerships within Malaysia's ecosystem

Partnership opportunities are broadly categorised into two areas – supporting **pathways to scale** or targeting innovations to **reach the hard-to-reach**

Internal resistance to exploring new or different types of partnerships

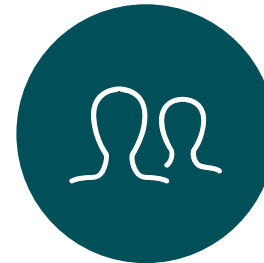
Incentives and Ecosystem – Recommendations

What are the recommended actions?

Recommendation 6:

Pursue innovation partnerships with high-impact partners committed to reaching the hard-to-reach

Who?



Innovation Specialist
CSR Specialist
Section Heads

How?



Consider **partnership opportunities:**

- Education and Digi on **UPSHIFT**; Education and Teach for Malaysia (**TFM**);
- Child Protection, Nutrition and the World Association of Girl Guides and Girl Scouts (**WAGGGS**); Education and Sabah Skills and Technology Centre (**SSTC**);
- United Nations Development Programme (**UNDP**) Malaysia to advance youth entrepreneurship

- **Re-calibrate the focus of innovation** to support the **identification of high-impact partners** within Malaysia's innovation ecosystem.
- **Review the horizon scan of Malaysia's innovation ecosystem** and consider **use of the stakeholder matrix** to high-grade potential partner types based on their **interest and influence**.

Recommendation 5: Pursue innovation partnerships with high-impact partners committed to reaching the hard-to-reach (cont.)



- UNICEF Malaysia could collaborate with **Digi**, Malaysia's leading telecommunications service provider, and UNICEF's long-standing corporate partner to **roll out UPSHIFT**.
- By **focusing on hard-to-reach** communities in **Sabah or Sarawak**, a collaboration on UPSHIFT would offer Digi and opportunity to continue its commitment to **enable digital inclusion**.
- By partnering with UNICEF, Digi could look to extend their commitment of enabling digital inclusion beyond the Malaysian Peninsula to Sabah and Sarawak.
- TFM are committed to build an ecosystem of solutions at all levels of society, from classroom to the boardroom. This commitment to drive **'future-ready skills'** into schools is strongly aligned to UNICEF Malaysia's focus on the **second decade**.
- UNICEF Malaysia would also benefit from the access that TFM could provide to better engage **hard-to-reach children at scale**.
- This is an opportunity for UNICEF Malaysia to scale U-Report through TFM extensive network. **U-Report could be used as a tool for TFM to gather inputs** from students and teachers and provide critical insights on the effectiveness of the TFM programme.
- UNICEF Malaysia can engage WAGGGS using U-Report to further explore a range of child protection and nutrition.
- UNICEF Malaysia can use **U-Report** to generate specific insights on **female-focused topics** such as child marriage and body confidence, which can be analysed and utilised for programming by child protection and nutrition.
- WAGGGS, also has developed a non-formal education curriculum intended to educate the young people about **online safety**, while adopting their rights to protect themselves from online threats.
- The **Education and Sabah Skills and Technology Centre (SSTC)** was established, with support from the Sabah government, to provide training and education programmes that prepare youth with future skills.
- SSTC is actively integrating and **embedding innovative** solutions into their education programmes to increase employability and shape their students with **entrepreneurial skills**.
- SSTC is currently exploring i-plantation being incorporated in their **agriculture programme** in Sabah. This creates an opportunity for UNICEF Malaysia to collaborate with SSTC on Artificial Intelligence (AI) concepts and skills for the agriculture industry.
- UNICEF Malaysia could further engage UNDPs newly established **Global Centre for Technology, Innovation and Sustainable Development (GCTISD)** to further enhance UNICEF Malaysia's engagement with the **innovation ecosystem** in the region.
- The purpose of the GCTISD is to co-create innovative solutions to advance three focus areas including **sustainable agriculture, cities and digitalisation, and financial inclusion**.
- UNICEF Malaysia could partner with UNDP and engage GCTISD to support the identification of high-impact solutions that provide a **child-focused lens**.

Closing and Reflections

Marianne Clark-Hattingh

Appendix 1

Extended Evaluation Methodology

Introduction to Developmental Evaluations

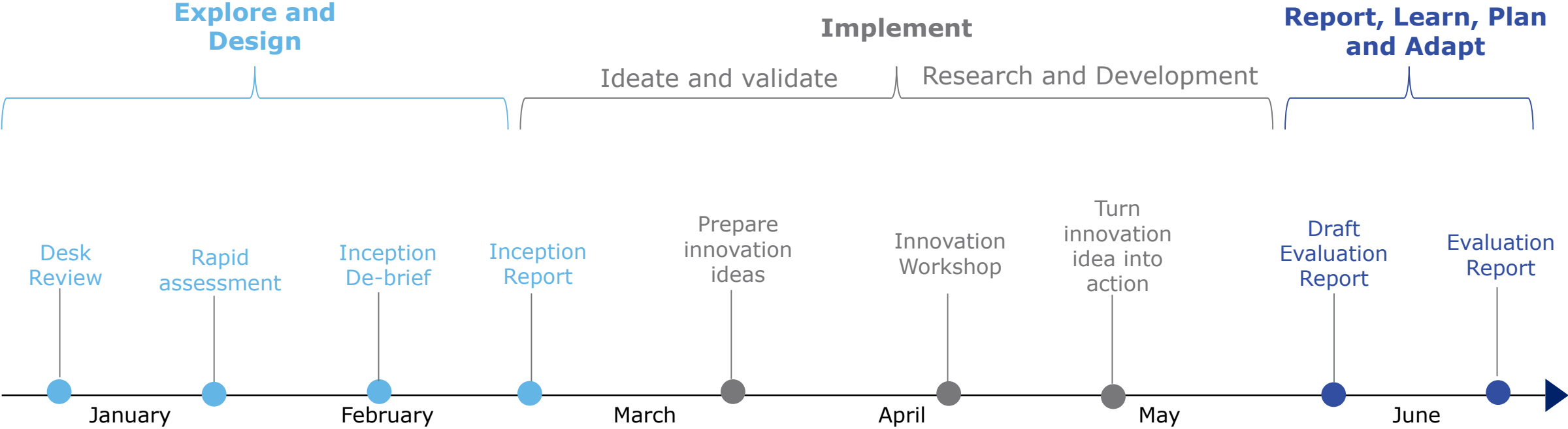
Developmental Evaluation supports innovation development to guide adaptation to emergent and dynamic realities in complex environments. Developmental Evaluations tend to be more dynamic and forward-looking in nature, focusing on strategic learning and course correction.

	Purpose	Roles and responsibilities	Approach	Results	Complexity and uncertainty	Standards
Traditional Evaluation	Supports improvement, summative tests and accountability.	Positioned as an outsider to assure independence and objectivity.	Approach follows traditional research and disciplinary standards of quality dominate.	Detailed formal reports and validated best practices, generalised across time and space.	Evaluator tries to control design implementation and the evaluation process.	Methodological rigour, independence, credibility, analytical and critical thinking.
Developmental Evaluation	Supports development of innovation and adaption in dynamic environments.	Positioned as an embedded evaluator to ensure regular consultation and discussion of ideas and issues.	Utilisation-focused and approach is selected to service developmental use.	Rapid and real-time feedback; diverse, user-friendly forms of feedback, aims to nurture learning.	Learning to respond to lack of control, staying in touch with what is unfolding and responding accordingly.	Methodological flexibility and adaptability, creative, high tolerance for ambiguity, open and agile.

Developmental Evaluation Timeline

How did we utilise the 6 months?

Figure 5: Timeline



Phase 1 Design and Methods

Who did we consult?

Figure 6: Consulted UNICEF Internal Stakeholders

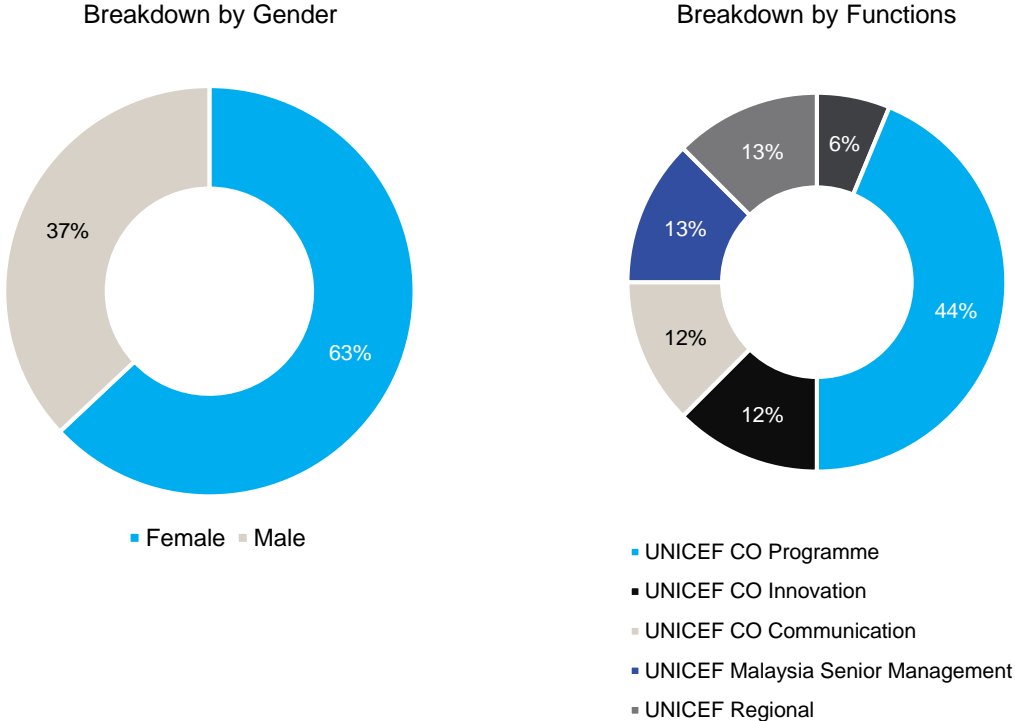
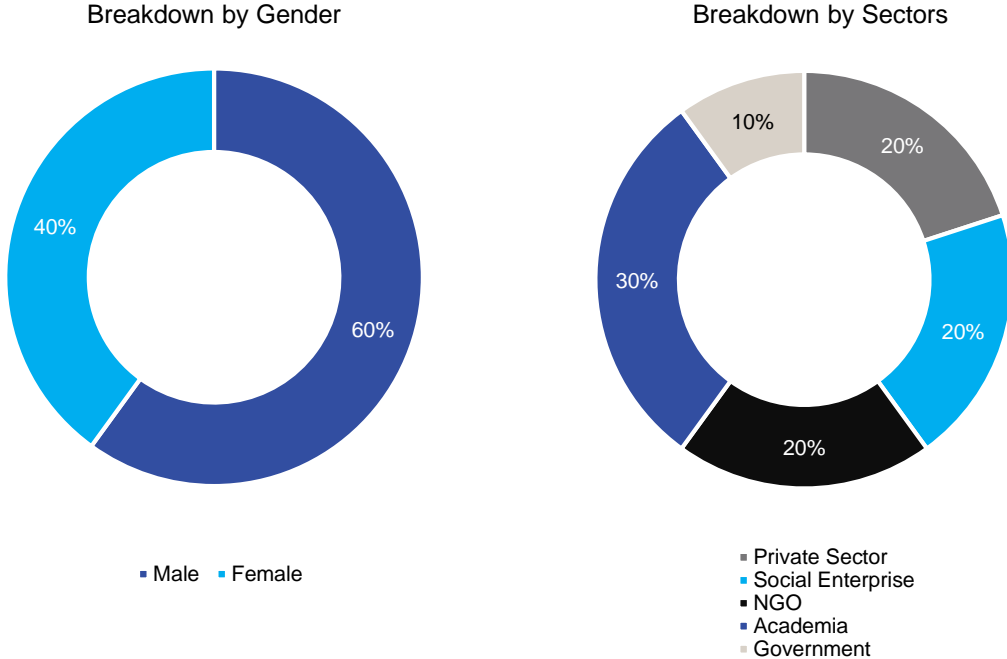


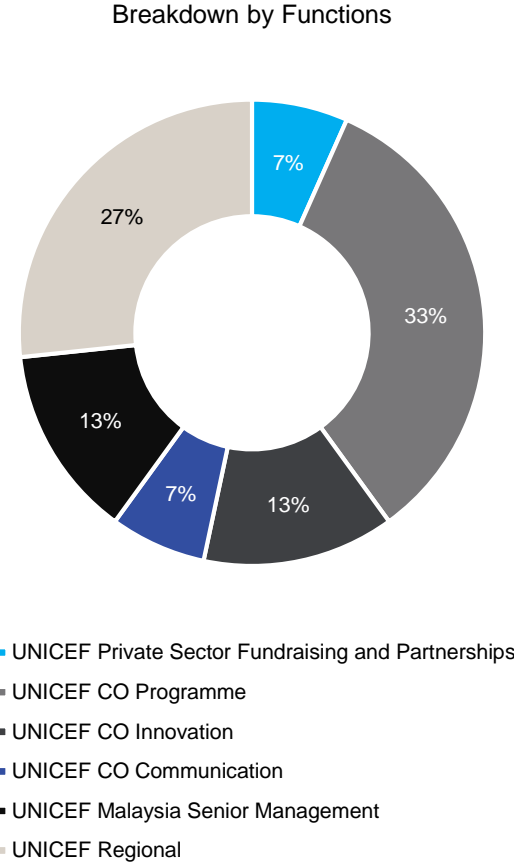
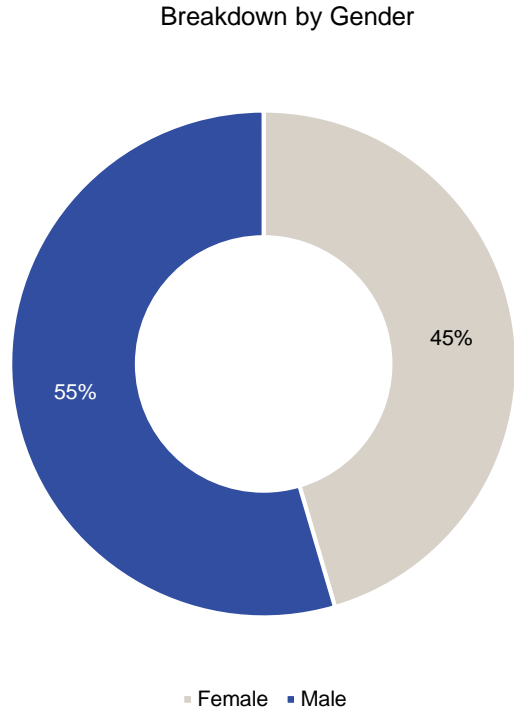
Figure 7: Consulted External Stakeholders



Phase 2 Implement

Who attended the workshop?

Figure 8: Innovation Workshop Participants



Phase 2 Implement

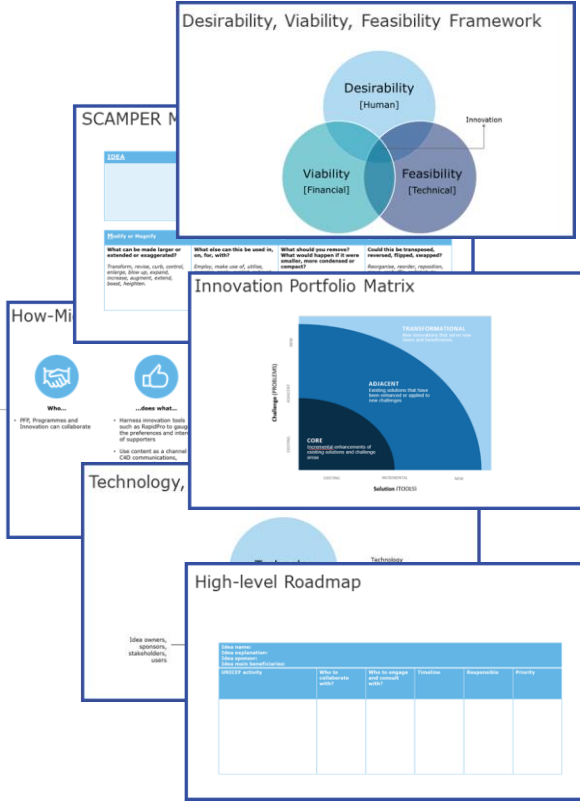
What was the outcome?

Idea 1: Partner with academia to harness “big data” and new technologies to capture insights and overcome data gaps

Idea 2: Engage and communicate with UNICEF Malaysia supporters using RapidPro to capture insights about supporter preferences

Idea 3: Collaborate with the gaming industry to promote healthy eating habits for adolescent children

Idea 4: Explore and leverage the full breadth of data collected through U-Report to provide insights for, and engagement with U-Report stakeholders



Appendix 2

Comments and discussion from final presentation (4 September 2019)

Learning Framework and Questions

Feedback has been documented relative to the learning framework and questions



Approach

Innovation strategy:

1.1 Is there an innovation strategy that clearly identifies what you are trying to accomplish?

1.2 Does your strategy include priorities based on strategic imperatives?

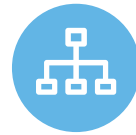
Portfolio management:

1.3 Does your innovation portfolio include a variety of solutions (e.g., high, medium and low-risk)?

Process:

1.4 Do you have a defined process to identify, incubate, test and launch ideas? Is learning from failure built into your process?

1.5 Do you have a process to involve key project beneficiaries in the identification, incubation, testing and launch of ideas?



Organisation

Senior leadership:

2.1 Do your senior leaders serve as champions of innovation activities?

Governance and ownership:

2.2 Who makes innovation-related decisions?

2.3 Is there a clear process for vetting and implementing innovative ideas?

Collaboration:

2.4 Do you have mechanisms for pursuing innovation that requires collaboration?



Resources and capabilities

Funding

3.1 Do you have a transparent funding approach to make innovative ideas a reality?

3.2 Is the funding able to balance the needs of core programmatic areas with higher ambition for innovation?

Internal training:

3.3 Are you building internal capacity around innovation?

Innovation tools:

3.4 What are the tools in the innovation toolbox?

3.5 Are equity and gender considerations incorporated into the innovation design?



Ecosystem and incentives

Rewards and incentives:

4.1 Do you reward drivers of innovation success (e.g., novel ideas, pilot executions, etc.)?

Innovation metrics:

4.2 Do you have defined metrics around innovation?

4.3 Are these metrics communicated across the organisation?

Innovation ecosystem:

4.4 Do you have a process to foster innovation with ecosystem partners and innovation beneficiaries?

Documented feedback on the approach

Captured during a post-presentation discussion on 4 September 2019



Approach

Innovation strategy:

- Alignment that the CO needs to adopt a single definition of innovation
- Innovation should seek to primarily reach those left furthest behind
- Opportunity to harness innovation to reach lesbian, gay, bisexual and transgender (LGBT) communities, stateless children, undocumented migrants which are particularly hard to reach in Malaysia
- Further explore use-cases for innovation from other upper-middle income countries, e.g., how have they harnessed innovation to reach the most vulnerable (especially LGBT, stateless, undocumented), what has been effective and why

Portfolio management:

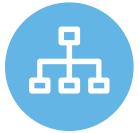
- Important for innovation to divert attention from core innovations (e.g., U-Report) towards adjacent innovations or transformational innovations that can reach the most vulnerable in society

Process:

- Innovation activities to date had been largely opportunistic, and there should now be a stronger focus on systematically embedding innovation across the organisation
- Opportunity for the Innovation Specialist to better facilitate the process of innovation, e.g., actively engaging, networking, and validating ideas

Documented feedback on the organisation

Captured during a post-presentation discussion on 4 September 2019



Organisation

Senior leadership:

- CO leadership need to decide in the areas the office should invest for innovation, e.g., is U-Report a tool that is well suited to the needs of programme staff and helping them reach the furthest behind?
- CO leadership should take action to support uptake of ownership among middle management / section heads

Governance and ownership:

- Management should retain the ability to say no to some innovation opportunities if they are deemed 'too risky' or are not aligned to CO strategy
- CO leadership should provide quality assurance / accountability to mitigate the risk of innovation activities

Collaboration:

- Changing of reporting lines of the Innovation Specialist to Deputy Representative would support greater collaboration with Programmes. However to CO should also consider the relative benefit of Innovation under PFP or Ops
- More needs to be done to support the adoption of innovation by middle management. This should be considered a priority area of focus if innovation is to get greater traction
- Opportunity to integrate innovation research and development into programmes, to ensure programmes are providing active input into the development of new ideas and innovative approaches
- There is a need to further examine the CO challenges in working with private sector on innovation. Private-sector engagement is a global priority, and the CO is keen to engage private sector partner beyond simply a source of funding

Documented feedback on the resources and capabilities

Captured during a post-presentation discussion on 4 September 2019



Resources and capabilities

Funding:

- There is no budget specifically for innovation. It is budgeted as part of the programme's output.
- There are many innovation ideas, but investing to an innovation idea needs a rigorous review to ensure a value-add. E.g., the CO is considering stopping funding for U-Report as the benefit for programmes is unclear
- View that innovation budget should be limited to the salary of the Innovation Specialist. Providing a budget creates a detachment to the rest of the organisation and further entrenches the view that the Innovation Specialist should deliver without input from others. Instead, the budget could be incorporated into programme sections
- If 'risk funding' is adopted for innovation pilots, it must be clear that children are not exposed to risk. Their welfare should be prioritised first and foremost

Internal training:

- Acknowledgement that the CO staff were more 'technocratic' in mindset, meaning that they look to make evidence-based decisions and support the adoption of tried and tested processes
- CO has undertaken efforts to promoting knowledge management and lessons learned as a way of documenting the successes and failures of innovation-related activities

Innovation tools:

- Growing focus away from technology and digital tools towards the adoption of innovative approaches, e.g., Human Centred Design (HCD)

Documented feedback on the resources and capabilities

Captured during a post-presentation discussion on 4 September 2019



Ecosystem and incentives

Rewards and incentives:

- Innovation needs to be rewarded and recognised as successes
- Providing a platform for staff to share learning and insight on innovation to RO or other COs may also provide a good incentive as a form of 'exposure' which can support career development over the longer term
- However, CO leadership need to be careful to treat different initiatives equally and not be perceived as biasing innovation-related work over others

Innovation metrics:

- CO needs to explore ways to integrate KPIs in CPD to encourage innovative initiatives by staffs

Innovation ecosystems:

- There are innovation ecosystem available in Malaysia, including private sectors, academia, civil society and government. However, the Government is the COs primary stakeholder and influencer. The CO needs to be guided by the government's agenda when working with academia, the private sector and civil society
- Acknowledgement of the time and effort involved in engaging and nurturing relationships within the innovation ecosystem. Before engaging, the CO needs to be very clear about who it wants to engage and why
- Support recommendation to engage and collaborate with other UN agencies, particularly UNDP in Malaysia. UNDP's Innovation Hub is youth-focused presenting a natural synergy
- The CO needs to clearly articulate its own 'value proposition' when engaging potential partners to ensure any partnership agreement is mutually beneficial



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