

Annex 1 – Organizational Assessment Terms of Reference

EVALUATION OF INNOVATION IN UNICEF– ORGANIZATIONAL ASSESSMENT

TERMS OF REFERENCE (RFP VERSION)

EVALUATION OFFICE, UNICEF

SEPTEMBER 2017

1. INTRODUCTION

UNICEF's Evaluation Office is commissioning an external evaluation to examine UNICEF's approach to and work in the area of innovation. This document outlines the scope, methodological options and operational modalities for a team of consultants to conduct an element of that evaluation related specifically to an organizational assessment. The team will be managed by a Senior Evaluation Specialist in the Evaluation Office and have significant interaction with an Evaluation Advisory Group which will be engaged in the evaluation process throughout. The Evaluation Office is looking for institutions and individuals with deep commitment and strong background in organizational assessment, evaluation and innovation to undertake this work which has important implications for UNICEF's future work and partnerships.

2. BACKGROUND

CONTEXT OF THE EVALUATION

Innovation has become an important element of the international development agenda. UNICEF has made innovation a corporate priority, as evidenced in its corporate strategy, programming, and organizational setup. With the increasing significance of innovation in UNICEF, it is important to generate high-quality evidence for decision-making, learning and accountability.

Internal analysis that contributed to the Strategic Plan (2014-2017) saw application of new approaches and new technologies in UNICEF's programs as an important factor to achieve results¹. This emphasis came about, in part, due to experience with an equity-refocus that included a push for cost-effective innovations to reach children that live at the margins of social development or are especially vulnerable to violence and exploitation. The analysis concluded that the push toward innovations should be institutionalized and included as a core strategy for programming. For the purposes of the corporate strategy, planners were encouraged to position innovation as an organizational priority and to embed mechanisms into the plan that could guide ways to identify, test and scale-up innovations for children, ensure quality control and learn from failures.

Innovation in UNICEF has come to be defined as "to do anything that is new or different that adds value and has a concrete impact".

Innovation became an explicitly stated element of UNICEF strategy and one of seven key implementation strategies for the organization². Moreover, steps were taken to resource and house it as an organizational priority.

Findings from recently conducted reviews confirm the growing relevance of innovation within UNICEF. The UNICEF Review of Development Effectiveness (2012-2015)³ found that:

"... UNICEF has made progress in fostering a commitment to innovation, including a willingness to experiment with different models of program support and service delivery and

¹ UNICEF (2012). UNICEF and the next MTSP: key opportunities and challenges for programming. Program Division, New York, May.

² UNICEF (2013). Strategic Plan, 2014-2017. Realizing the rights of every child, especially the most disadvantaged. E/ICEF/2013/21

³ UNICEF (2016): Review of Development Effectiveness, 2012-2015.

to use emerging technologies in innovative ways. However, there are also indications that the emphasis on innovation can be strengthened by developing a clear definition of innovative programming and focusing greater attention to programming innovations during the design of programs and services. There is also scope for greater emphasis on documentation and taking proven innovations to scale.”

The Midterm Review of the Strategic Plan 2014-2017⁴ recognized:

“... the increasing success of UNICEF in catalysing and promoting innovations. The key lesson to emerge in this area is that innovation work needs to be further integrated with other elements of the UNICEF program and operations in varying country contexts, to ensure that they are responding to priority needs, to make clear evidence-based decisions on when to scale up or replicate innovations, and to ensure that effective innovations are incorporated into the mainstream of UNICEF programming.”

This organizational emphasis has carried over into the new Strategic Plan⁵ (2018-2021) in which innovation is identified as a key change strategy in reaching the organization’s stated goals (i.e. “fostering innovations in processes and practices based on new technologies to more efficiently and effectively serve children, especially the most disadvantaged”).

Over the past decade, a dedicated innovation architecture has emerged within UNICEF. A dozen UNICEF Country Offices host Innovation Labs or Innovation Focal Points to encourage collaboration among private sector, academia and civil society for new development solutions. One lab gave rise to the Global Innovation Centre, which together with an HQ Innovation Unit, were joined into an Office of Innovation to facilitate UNICEF’s innovation work within the wider organization. Central elements include identifying emerging and trending technologies through a ‘Futures’ component; providing funding for early stage technology solutions through the UNICEF Innovation Fund; and supporting the roll-out and scale-up of a select portfolio of proven, innovative solutions through the Global Innovation Centre. UNICEF Supply Division’s Innovation Unit works to drive R&D and accelerate scale-up of products which are currently not available on the market but fulfil a priority need in the unique context in which UNICEF and its partners operate.

PURPOSE

In keeping with its Global Evaluation Plan (2014-2017), UNICEF will conduct an evaluation of innovation starting November 2017. The evaluation will be conducted through separate yet inter-related projects which correspond to the main lines of inquiry. As per the Figure 1 below, these include: Element 1: Innovation Case Studies; Element 2: UNICEF Organizational Assessment; and Element 3: a synthesizing capstone project to integrate learning and generate conclusions and recommendations. Elements 1 and 2 will begin in 2017 and Element 3 will be conducted in 2018.

An important element of the overarching evaluation (Element 2) will be a thorough evaluation of the organizational arrangements that UNICEF has put into place to prioritize innovation. This Terms of Reference addresses this organizational assessment (OA) and the remainder of this ToR is exclusively directed towards that element.

⁴ UNICEF (2016). Midterm review of the Strategic Plan, 2014-2017. Lessons learned.

⁵ UNICEF (2017). Update on the UNICEF Strategic Plan, 2018-2021.

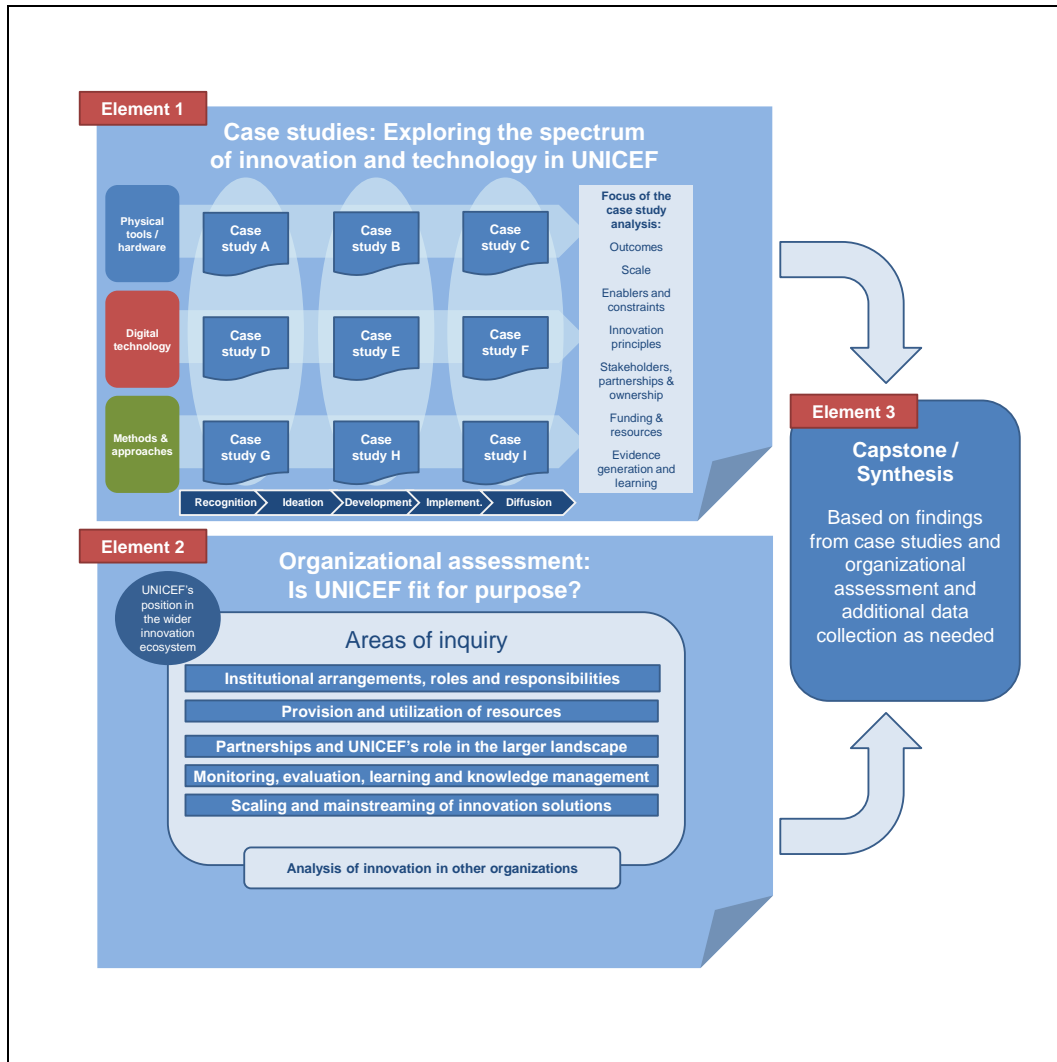


Figure 1: Elements of evaluation of innovation in UNICEF's work

The primary purpose of the organizational assessment is to provide evidence on UNICEF's 'fit for purpose' to innovate as a key strategy to achieve its outcomes and goals from 2014 – 2021 (prior and current strategic plans). The organizational assessment serves the purpose of *learning* by generating credible evidence on the extent to which and how UNICEF innovates as a key organizational strategy. In addition, the OA contributes to *accountability* by assessing the degree to which innovation serves to achieve UNICEF's goals and objectives and how innovation may contribute to increasingly effective organizational responses in the coming years. The primary audience for the evaluation is internal to UNICEF including senior management and program managers at HQ, regional and country level. Aside from learning and accountability aspects, the evaluation shall be used to inform decision-making at the strategy level (including institutional arrangements and capacities, partnerships, human and financial resources).

OBJECTIVES

The **overall objective** of the organizational assessment is to **provide a thorough and in-depth analysis of UNICEF’s ‘fit for purpose’ to use innovation as a key strategy to achieve its outcomes and goals.**

In particular, the organizational assessment shall serve **four specific objectives**:

1. **Document how the concept and practice innovation has evolved in UNICEF** during the period of the Strategic Plan 2014-2017, as well as the years prior which led to the adoption of innovation as a key strategy.
2. Demonstrate **how innovation as a strategy was intended to be implemented** and how the organization has adapted to this **corporate priority**
3. Assess the **outcomes of the strategic focus on innovation** for UNICEF’s objective to promote and protect children’s rights and their wellbeing
4. Provide **strategic guidance for the organization on issues relating to innovation going forward** under the new Strategic Plan 2018-2021 and beyond towards the fulfilment of the Agenda 2030.

The organizational assessment will be based on the following **areas of inquiry**:

- Institutional arrangements, roles and responsibilities
- Provision and utilization of resources (staffing, funding, time)
- External engagement and UNICEF’s role in the larger landscape for innovation
- Planning, monitoring & evaluation, learning and knowledge exchange on innovation
- Selection, prioritization, scale and mainstreaming of innovative solutions

In addition to the above and based on evidence gathered, the OA will produce clear conclusions and recommendations for policy, strategy and management decisions to further enhance innovation as a key change strategy, in its various modalities.

The Organizational Assessment will follow the OECD/DAC Criteria and the UNICEF Principles for Innovation and Technology in Development⁶ as the principal evaluation criteria. See table 1 below for a consolidated list of evaluation criteria based.

Table 1: Criteria for Organizational Assessment		
CRITERIA	DESCRIPTION	VARIABLES
RELEVANCE	The extent to which UNICEF’s approaches and practices to innovate are consistent with organizational priorities and UNICEF’s objective to realize the rights of all children, especially the most disadvantaged	Relevance will be gauged in relation to mandate, strategy and goals, innovation principles, situation of the most disadvantaged and global priorities as well as Regional, Country and Divisional strategies and plans.
EFFICIENCY	The economy with which UNICEF converts its resources/inputs and leverages the resources of others to innovate for results for children	Efficiency will be gauged by the resources made available for innovation through funding, human resources, expertise, time, training etc. in relation to the results achieved in the short, medium or long term

⁶ <http://unicefstories.org/principles/>

EFFECTIVENESS	The extent to which UNICEF's approaches and practices to innovation have contributed to achieve its intended results	Effectiveness will be determined broadly based on UNICEF's strategic plan as well as multi-year Regional, Country and Divisional plans. Progress in implementation as well as achievement of results in the short-, medium and long-term will be considered
IMPACT	The intended and unintended changes produced by UNICEF's strategic focus on innovation, directly or indirectly. This includes changes on the organizational and systems level, as well as the real difference for beneficiaries	Impact on the organizational and systems level will be gauged by changes in UNICEF's programs, policies and operations. Impact on beneficiaries will be gauged by the value added to the fulfillment of the SDG's through innovative approaches
SUSTAINABILITY AND OWNERSHIP	The extent to which UNICEF's approaches and practices are built for lasting impact. The extent to which it cultivated a broad ownership basis for innovation across the organization.	Sustainability and ownership will be assessed through an analysis of the various organizational arrangements, roles and responsibilities for innovation, and engagement with external stakeholders.
EQUITY-FOCUS	The extent to which UNICEF's approaches and practices for innovation are sensitive to, and useful for, the most marginalized populations, such as women, children, those with disabilities, and those affected by conflict and disaster.	Equity focus will be gauged by its explicit and implied inclusion in advocacy and dialogue and across the approaches and practices for innovation. To the extent possible, effects will be gauged in terms of tangible differences in equity associated with UNICEF's innovation strategy.

3. SCOPE AND EVALUATION QUESTIONS

SCOPE

The OA should cover the period which corresponds to two strategy cycles, namely 2014-2017 and 2018-2021. This period should be considered as the core in terms of scope. To a lesser degree and as appropriate, the OA should examine an earlier period (2007 – 2013); for example, when an Innovation Unit was first established in the Division of Communication, Director's Office. Looking ahead, the OA may consider a period beyond the 2018-2021 strategy cycle particularly related to the fulfilment of the Agenda 2030. The implication is that the OA will examine innovation in both a retrospective and formative manner.

The OA must look across organizational units (e.g. at HQ- Program Division, Office of Innovation, Supply Division, Field Results Group, Data, Research and Policy Division, ICT Division) and levels (i.e. headquarters, regional offices and country offices). As UNICEF works in a wide range of country contexts, the OA will need to consider emergency and fragile settings, as well as countries with varied

degree of capacity (low, medium and high). Issues of equity and gender equality should be reflected through the assessment.

Finally, the scoping for this evaluation showed a wide variety of types of innovation across UNICEF. The following categories are to be considered when assessing innovation:

- Hard technologies, commonly referred to as 'product innovation' within UNICEF, to enable sector-specific results with examples including diagnostic tools for the prevention of diseases, emergency shelters or water pumps
- ICT, particularly mobile technologies, as cross-sectional enablers for information management, service delivery, performance monitoring, participation and advocacy
- Innovative methodologies, approaches and processes ('soft' technologies) like behaviour change approaches or design thinking, allowing for wider programmatic impacts

EVALUATION QUESTIONS

The evaluation questions presented below are structured based on the five areas of inquiry. The criteria for organizational assessment listed above are expected to be applied to all areas of inquiry. The questions below should be considered as indicative and will be further sharpened during the inception phase.

Area 1: Institutional arrangements, roles and responsibilities

- To what extent is innovation implemented as a global strategy for UNICEF?
- How has UNICEF configured its innovation work within the organization? Are these arrangements appropriate for an organization of UNICEF's size and complexity?
- To what extent do internal processes, structures, or methodologies for innovation exist? How have they helped or hinder innovation?
- To what extent has innovation been adopted/mainstreamed outside those entities with a formally recognized innovation role?
- To what extent have existing structures made the organization as a whole more innovative?
- To what extent does the decentralized nature of UNICEF affect its innovation work? What are the relative strengths and weaknesses for innovation work within this structure?
- How are skills and expertise for innovation developed and distributed?
- To what extent do management practices facilitate the implementation of innovation as a strategy? To what extent do management practices facilitate the application of innovation principles?
- To what extent does organizational culture stimulate or incentivize innovative thinking?
- To what extent is the organization able to accept the risks associated with pursuing innovative solutions?
- To what extent does the management model respond to practical needs for innovation (safe spaces, iterative, quick fails, learning)?

Area 2: Provision and utilization of resources (staffing, funding, time, training)

- What is the level UNICEF's staff capacity for providing leadership, advocacy and technical guidance/support in innovation? What factors drive or constrain effective performance?
- How does UNICEF build internal capacities for innovation, including for specific areas such as product development, software, service design, etc.?
- How does the organization budget for innovation? Are the resources financial resources allocated to innovation relevant/appropriate for an organization of UNICEF's size and complexity? Are resource allocations adequate and well-managed?
- Are modalities for financial planning sufficiently flexible for innovative programming?
- What role do special funds (e.g. Innovation Fund), targeted or ear-marked funding play?
- How effectively does UNICEF leverage resources for innovation from diverse sources?
- How effectively are resources leveraged for innovation across offices, divisions and levels (i.e. HQ, regional, country)?
- To what extent are financial planning and talent management for innovation built for sustainability?
- How adequately does UNICEF track and manage its resources devoted to innovation?

Question area 3: External engagement and UNICEF's role in the larger landscape for innovation

- To what extent are UNICEF's partnerships for innovation aligned to objectives and priorities across units and levels (e.g. corporate, regional, divisional)?
- To what extent does UNICEF engage innovation expertise across disciplines and industries?
- To what extent does UNICEF's engagement with industry and the private sector benefit innovation?
- How are insights from the engagement with local communities and governments utilized for innovation?
- How do engagements, including partnerships, enhance the impact of UNICEF's innovation work for beneficiaries, specifically the most marginalized populations?
- What are UNICEF's comparative strengths in the wider innovation landscape? How do those comparative strengths add value to the wider innovation landscape?
- To what extent do UNICEF's external engagements in innovation enable UNICEF and its partners to deliver results?
- To what extent do innovation partnerships broaden ownership, specifically in program countries? To what extent are partnerships used to create to public goods?

Question area 4: Planning, monitoring & evaluation, learning and knowledge exchange on innovation

- How does UNICEF's approach to innovation contribute to organizational learning?
- To what extent is innovation work designed and implemented according to quality program planning and design principles?
- How has work on innovation generated learning that has been applied in UNICEF's work (i.e. has insight been generated by innovation that changed UNICEF's approach in its program work)?
- How are activities, results, and good practices of innovation work documented and shared?
- What mechanisms have been used to share knowledge and supporting country work beyond documentation? How effective are those mechanisms?

- How is evidence used to guide resource allocation and to enhance the accountability of innovation work?
- To what extent is the selection, scale up and mainstreaming of innovative solutions evidence-based?
- To what extent are equity considerations addressed systematically in the generation of evidence?
- To what extent does organizational learning from innovation include evidence from 'failures'?

Question area 5: Scale and mainstreaming of innovative solutions

- What are the various approaches for mainstreaming or scaling innovative solutions used by different offices or teams across UNICEF?
- To what extent do innovation approaches and initiatives foster ownership among government and other entities? To what extent are they aligned with national priorities and agendas?
- To what extent is UNICEF's approach to innovation designed to create relevant impacts at the strategic level?
- What are the specific, intended programmatic results of innovation?
- What are barriers and facilitators to scaling of innovations?
- What are the relevant institutional arrangements for the mainstreaming of innovation?
- Are existing innovation pathways effective and efficient in mainstreaming innovation and ensuring sustainable impact?

DESIGN, DATA SOURCES AND ANALYSIS

This organizational assessment is intended as a systematic process to obtain rigorous and valid information about the performance of UNICEF specifically in relation to innovation and the factors that affect performance including institutional arrangements, partnerships, organizational culture, management approach and governance, risk-management, human resources, finance and administration. The OA will have a strong utilization focus and means will be developed to identify and engage primary users throughout the exercise and to ensure that intended use provides a practical guide to the OA process itself.

The specific methods for assessing the organization should be proposed by vendors based on their experience and best practices in the field. However, it is expected that both qualitative and quantitative methods will be used. In addition, the organization assessment will utilize existing information to examine UNICEF's current status vis-à-vis other organizations, its areas of comparative strengths and weaknesses. That information will be made available by a UN agency which has recently carried out a benchmarking exercise for an innovation evaluation.

The approaches outlined in this ToR are effected by several limitations. One limitation concerns the differing understanding of staff regarding innovation. Throughout the scoping exercise, interviewees sought clarity on how innovation was being conceptualized and, in general, innovation was equated

with ICT for development. These ToR seek to mitigate that limitation by providing a broad definition of innovation inclusive of three categories (ICT, “hard” technology as represented by physical products and “soft” technologies as represented by methodologies and processes). Moreover, successful vendors should demonstrated an ability to work across these categories. In addition, the organization assessment is intended to address issues of efficiency. There is no straight-forward manner of estimating resources devoted to innovation using existing information systems. Although ‘innovation’ exists as a budgetary code, there is little consistency in how that code is understood or applied across organizational unit. The Evaluation Office has sought to mitigate this limitation through basic analysis of expenditure data coded as ‘innovation’ but additional effort is required if more valid estimates are to be developed and utilized in the OA.

DATA SOURCES

The OA will use practical and innovative approaches to gather, triangulate and analyze a variety of data types. Among others, data sources will include:

DESK REVIEW OF SECONDARY DATA AND DOCUMENTS

A list of relevant materials together with electronic copies of key documents will be shared with the evaluation team during the inception phase. The information shared will be reviewed and analysed during the inception phase to provide insight on the breadth and depth of available documentation, to determine the need for additional information and to finalize the detailed work plan. Desk review and analysis will continue into the report writing phase. It is expected that document review will use structured tools and templates for compilation and analysis. The OA can be expected to utilize a range of data including relevant strategies and plans, internal administration procedures and guidelines, UNICEF country program documents, financial data, project documentation, meeting notes, annual reports, as well as available research and evaluation reports.

INTERVIEWS WITH KEY INFORMANTS AND FOCUS GROUP DISCUSSIONS

Interviews and focus group discussions will be conducted with staff at HQ as well as regional and country offices. Respondents will involve senior management, staff from relevant offices and divisions, innovation specialists and focal points, and UNICEF Representatives and/or deputies. Interviews and focus group discussions will also be held with UNICEF partner organizations, implementing partners, donors, independent innovation experts and staff of other organizations with a strategic focus on innovation (e.g. UN agencies, NGOs, foundations). The OA team is expected to draw up interview guidelines based on information needs during the inception phase.

USE OF SURVEYS

It is expected that some of the data required for the evaluation will be gathered through use of web-based survey tools or through use of UNICEF’s mobile communication tools such as U-Report. The need for such surveys, as well as scope and timing, will be determined during the inception phase. The evaluation team is expected to have demonstrable experience with electronic survey tools and/or mobile communication tools for yielding credible data under time and budget constraints.

COORDINATION WITH INNOVATION CASE STUDIES

As a separate element in this evaluation process, UNICEF will commission a series of innovation case studies. It is essential that the OA team will collaborate actively with the team(s) conducting the innovation case studies. Minimally, the OA team should expect to work with the case study team(s) to ensure that issues of management and institutional arrangements are adequately reflected in the case studies. In addition, the OA team is expected to engage with the case study team(s) to distill synthesized findings from the innovation case studies, demonstrating the organizational arrangements that underpin specific innovation solutions.

USE EXISTING BENCHMARKING OF INNOVATION IN UN AGENCIES

In 2016-2017, a UN partner agency conducted a substantive benchmarking of various UN agencies on variables related to innovation as part of an evaluation. That benchmarking examined areas of innovation, innovation strategies, institutional arrangements and resources for the selected agencies. The information collected will help to provide evidence on UNICEF's role in the wider innovation ecosystem and any comparative advantages of UNICEF's innovation approach. The OA team is expected to analyse the benchmarking, updating and complementing the available data where necessary.

ANALYSIS

The OA team is expected to utilize a range of analytical techniques guided by the key questions and methods used. Analysis should triangulate data by source and method to generate an integrated set of findings. Emphasis shall be placed on a suitable degree of granularity in order to identify meaningful trends (e.g. over time) and patterns (e.g. across units).

6. MANAGEMENT AND CONDUCT OF THE ORGANIZATIONAL ASSESSMENT

MANAGEMENT STRUCTURE

The OA will be conducted by an external team recruited by UNICEF's Evaluation Office (EO). Direct supervision is provided by a Senior Evaluation Officer in the EO. The Evaluation Office will be responsible for the day-to-day oversight and management of the evaluation and for management of the evaluation budget. The EO will assure the quality and independence of the OA as a part of the evaluation and guarantee its alignment with UNEG Norms and Standards and Ethical Guidelines, provide quality assurance checking that the findings and conclusions are relevant and recommendations are implementable, and contribute to the dissemination of the findings and follow-up on the management response. All deliverables will be reviewed firstly by the Evaluation Office (zero draft) and then by the Evaluation Reference Group.

The advisory organ for the evaluation is the Evaluation Reference Group bringing together a mix of UNICEF managers, advisors and external experts. Members of the Reference Group will serve in an advisory capacity and their main responsibilities will be the following: a) contribute to the preparation, and design of the evaluation including review and comments on the inception report; b) provide comments and substantive feedback to ensure the quality – from a technical point of view - of the draft and final evaluation reports; c) assist in identifying key documents and UNICEF staff and external stakeholders to be consulted during the evaluation process; d) participate in review meetings organized by the EO and with the evaluation team as required; e) play a key role in learning and

knowledge sharing from the evaluation results, contributing to disseminating the findings of the evaluation and follow-up on the implementation of the management response.

TEAM PROFILE

Bidders are invited to provide team profiles which they believe represent the best fit for purpose. Qualifications and credentials are outlined below. Ideal candidate teams will bring first-hand knowledge of UNICEF policies and programs and a balance of strong leadership in the areas of: management and oversight of complex organizational assessments; strong skills in evaluation design and methodologies and their practical, real world application; expert knowledge and extensive experience on issues related to innovation in complex organizations. The team is expected to be balanced in terms of gender and geographic origin.

TEAM LEADER CREDENTIALS:

- Strong team leadership and management track record (of at least 10 years) and commitment to delivering timely and high-quality organizational assessment and evaluation reports;
- Extensive expertise of organizational assessments in complex international organizations (at least 10 years) with a focus on innovation
- Extensive evaluation experience (at least 10 years) of comprehensive scope with strong mixed-methods evaluation skills and flexibility in using non-traditional and innovative evaluation methods;
- Familiarity with UNICEF's programming, policy and advocacy work and experience in evaluating global or country programs;
- Knowledge of the UN's human rights, gender equality and equity agendas and experience in applying these to evaluation;
- Excellent interpersonal and communication skills; ability to interact with various stakeholders and to concisely express ideas and concepts in written and oral form;
- Language proficiency: Fluency in English is mandatory; good command of other official UN languages is desirable.

INNOVATION SPECIALIST / SENIOR LEVEL TEAM MEMBER:

- Extensive experience (of at least 10 years) in designing, planning, implementing, monitoring or evaluating innovation processes (product innovation, information and communication technologies, innovative approaches and methodologies) in complex organizations
- In-depth understanding of issues related to innovation in international development;
- Strong conceptualization, analytical and writing skills and ability to work effectively in a team.
- Hands-on experience in collecting and analyzing quantitative and qualitative data;
- Knowledge of the UN's human rights, gender equality and equity agendas and application in evaluation;
- Commitment and willingness to work in a challenging environment and ability to produce quality work under limited guidance and supervision;
- Good communication and people skills; ability to communicate with various stakeholders and to express ideas and concepts concisely and clearly in written and oral form;
- Language proficiency: Fluency in English is mandatory; good command of other official UN languages is desirable.

EVALUATION AND KNOWLEDGE MANAGEMENT SPECIALIST:

- At least 5 years of progressively responsible evaluation experience in both qualitative and quantitative data analysis;
- Experience in use of consistent interview protocols, templates for recording and reporting on interviews, standard case study report formats and a comparative table of findings;
- Familiarity with innovation in complex organizations an advantage.
- At least 5 years of experience in knowledge management, information technology and data management;
- Expertise in handling collaborate teamwork software, online surveys, document repositories, bibliography software and databases.

PHASES AND DELIVERABLES

INCEPTION

During the inception period, a detailed methodology for the organizational assessment including an analytical framework will be developed based on consultation, document review and exploration of possible approaches that will yield credible and timely evidence. The inception report will:

- Present the overarching methodological approach to guide the organizational assessment.
- Prepare and incorporate a stakeholder mapping to guide the utilization of the OA.
- Present the final set of guiding questions and sub-questions within the proposed scope of the organizational assessment.
- Specify the detailed design of the organizational assessment, the tools that will be used for data collection and the analytical methods that will be used to respond to the guiding questions.
- Detail the framework for analyzing and synthesizing data collected from various sources including use of triangulation.
- Specify the collaboration with evaluation teams conducting innovation case studies
- Present a detailed work plan, specifying the organization and time schedule for the organizational assessment process including visits to UNICEF HQ and other office locations, analysis and report preparation.
- Present the approach to be used for quality assurance throughout the evaluation including the thematic case study reports.

The deliverable (1) for this activity will be an inception report with a summary, annexes and PowerPoint presentation. The inception report will include an organizational assessment framework and matrix as well as detailed methodology, draft assessment toolkit and outlines for organizational assessment products. An analytical framework will be required which describes the logical and explicit linkages between data sources, data collection methods and analysis methods. The inception report (not including annexes) should be no longer than 30 pages.

Estimated duration: 4 weeks

DESK REVIEW

During this period, team members are expected to initiate structured document review based on relevant documents provided by EO and on the methodology and guiding questions which were developed in the inception phase. The desk review will include a limited comparative assessment of

UNICEF and other UN agencies that participated in a benchmarking exercise conducted by the UNFPA Office of Evaluation. The products of the document review should be available for quality assurance purposes in a form to be agreed between the team and the Evaluation Office.

Estimated duration: 5 weeks

INTERVIEWS

The OA team will conduct a substantive number of interviews with informants at HQ, Regional Office and Country Office levels. Divisions and offices outside of HQ (Supply Division, Office of Research, Global Innovation Center) are to be included. In addition, interviews will be conducted with stakeholder organizations and independent experts in the field of innovation. It is estimated that no fewer than 100 interviews (approximately 60 UNICEF and 40 external) across these categories will be conducted in either group or individual formats. Question guides will be tailored to audience and inclusive of open and close-ended responses.

Estimated duration: 5 weeks

VISITS TO UNICEF HQ AND SELECTED REGIONAL/COUNTRY OFFICES

Visits to UNICEF HQ and selected office locations will provide the opportunity to conduct interviews with key informants and stakeholders per the assessment toolkit. The visit to UNICEF HQ is intended to garner a variety of perspectives from relevant offices and divisions, including Innovation Office; Program Division; Office of Emergency Operations; Field Results Group; Data, Research & Policy Division; ICT Division. In addition documentation and data can be identified and acquired during the visit.

Visits to UNICEF Supply Division in Copenhagen, Global Innovation Center in Bangkok, East Asia and Pacific Regional Office and a second Regional Office are foreseen and will be agreed upon in the inception stage.

Estimated duration: 4 weeks

ANALYSIS AND PRELIMINARY FINDINGS FOR VALIDATION

Upon completion of data collection, the evaluation team will have a period to conduct analysis and develop preliminary findings to be presented and discussed within UNICEF and particularly by the Evaluation Reference Group. This period of initial analysis and reporting out culminate in a deliverable (2) the purpose of which is to summarize findings, validation, garner feedback, identify gaps in the evidence base, and make revisions as needed.

Estimated duration: 6 weeks

REPORT DRAFTING, REVIEW AND FINALIZATION

Following the validation of preliminary findings, the team will draft the final report of the organizational assessment. It is envisioned that the draft will go through two rounds of review and revision. Each round of revisions will be accompanied by a matrix which identifies each of the comments received and how the team chose to address that comment. The final report (deliverable 3) should be no longer than 40 pages in length not including annexes.

Annex – Innovation Case Studies Terms of Reference

EVALUATION OF INNOVATION IN UNICEF– CASE STUDIES

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NOVEMBER 2017

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services. There is also scope for greater emphasis on documentation and taking proven innovations to scale.”

The Midterm Review of the Strategic Plan 2014-2017¹⁰ recognized:

“... the increasing success of UNICEF in catalysing and promoting innovations. The key lesson to emerge in this area is that innovation work needs to be further integrated with other elements of the UNICEF program and operations in varying country contexts, to ensure that they are responding to priority needs, to make clear evidence-based decisions on when to scale up or replicate innovations, and to ensure that effective innovations are incorporated into the mainstream of UNICEF programming.”

This organizational emphasis has carried over into the new Strategic Plan¹¹ (2018-2021) in which innovation is identified as a key change strategy in reaching the organization’s stated goals (i.e. “*fostering innovations in processes and practices based on new technologies to more efficiently and effectively serve children, especially the most disadvantaged*”).

Over the past decade, a dedicated innovation architecture has emerged within UNICEF. A dozen UNICEF Country Offices host Innovation Labs or Innovation Focal Points to encourage collaboration among private sector, academia and civil society for new development solutions. One lab gave rise to the Global Innovation Centre, which together with an HQ Innovation Unit, were joined into an Office of Innovation to facilitate UNICEF’s innovation work within the wider organization. Central elements include identifying emerging and trending technologies through a ‘Futures’ component; providing funding for early stage technology solutions through the UNICEF Innovation Fund; and supporting the roll-out and scale-up of a select portfolio of proven, innovative solutions through the Global Innovation Centre. UNICEF Supply Division’s Innovation Unit works to drive R&D and accelerate scale-up of products which are currently not available on the market but fulfil a priority need in the unique context in which UNICEF and its partners operate. Several sections in Programme Division, such as education and HIV, added innovation focal points. ICTD in late 2017 created new regional roles (Business Analysts ICT4D) to add support for technology-driven innovation.

6. PURPOSE AND OBJECTIVES OF THE EVALUATION

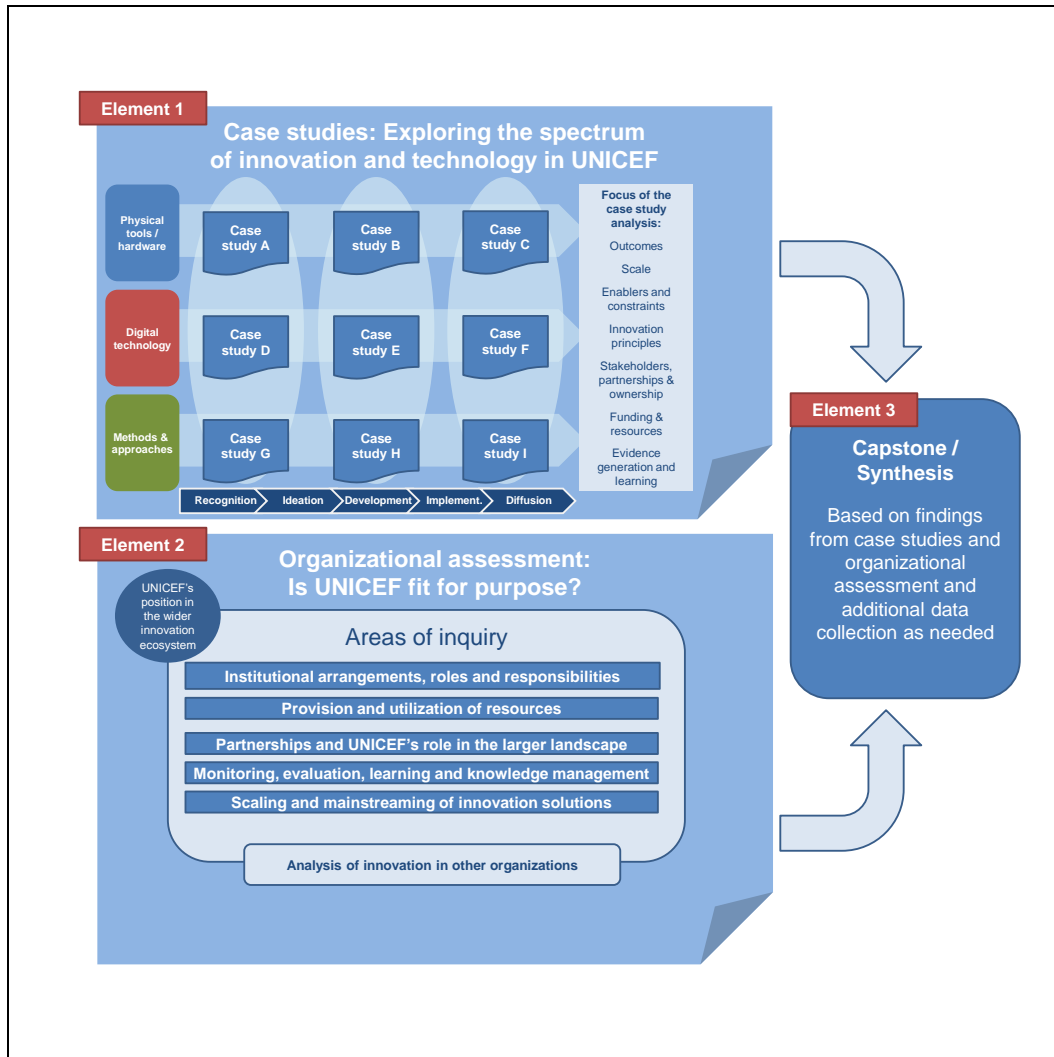
PURPOSE

In keeping with its Global Evaluation Plan (2014-2017), UNICEF will conduct an evaluation of innovation starting in November 2017. The evaluation will be conducted through separate yet inter-related projects which correspond to the main lines of inquiry. Per the diagram below, these include: Element 1: Innovation Case Studies; Element 2: UNICEF Organizational Assessment; and Element 3: a synthesizing capstone project to integrate learning and generate conclusions and recommendations. Elements 1 and 2 will begin in 2017 and Element 3 will be conducted in 2018.

An important element of the overarching evaluation will be an examination of the UNICEF portfolio through a set of detailed case studies (CS). This Terms of Reference addresses these case studies and the remainder of this document is exclusively directed towards that element.

¹⁰ UNICEF (2016). Midterm review of the Strategic Plan, 2014-2017. Lessons learned.

¹¹ UNICEF (2017). Update on the UNICEF Strategic Plan, 2018-2021.



The primary purpose of the case studies is to serve organizational learning by unpacking and examining the multiple pathways and dynamics which underpin innovation within the organization. The primary audience for the case studies is internal to UNICEF including senior management and programme managers at HQ, regional and country level. Its uses include informing the implementation of the Strategic Plan 2018-2021 particularly the change strategy focused on innovation.

The case studies serve the purpose of *learning* by generating evidence on the pathways, drivers, enabling conditions and barriers of innovation based on the UNICEF's own experiences. In addition, the case studies contribute to *accountability* by assessing the manner in which innovation work in practice reflects the strategies and principles which UNICEF has developed to guide these efforts.

OBJECTIVES

The overarching objective of the case studies is to provide evidence of how specific innovations have progressed through stages of development from ideation to scale with in-depth consideration of context, mechanisms and outcomes. In line with UNICEF's priorities, particular attention will be devoted to the a) application of UNICEF's Innovation Principles in practice or other applicable best practice guidance and b) the means through which considerations of ownership and scale are reflected through the innovation

process. Cross-case analysis will also serve to draw out drivers and barriers of innovation as well as conclusions and recommendations.

The specific objectives of the case studies are therefore:

Objective 1: To provide detailed descriptions of a set of innovations across stages of the development continuum inclusive of contextual influences

Objective 2: To assess the application of innovation principles or other standards for a set of innovations with particular attention to issues of ownership and scale

Objective 3: To produce clear conclusions and recommendations for policy, strategy and management decisions to further enhance innovation as key change strategy.

The criteria to be used in assessing the cases are to be adapted from Innovation Principles and other normative guidance and will reflect OECD/DAC criteria. The applicability of the Innovation Principles varies among UNICEF divisions and innovation type – for example, while the principles align well with digital and ICT4D innovations they are less well aligned with UNICEF role in driving R&D for product development. Therefore, the principles should be seen as a general rather than absolute frame, with the recognition that they are not strictly applicable across all units in UNICEF. As evaluation criteria, the principles should be used judiciously with attention to relevance and context. Table 1 includes the principles and their characteristics.

7. SCOPE AND EVALUATION QUESTIONS

SCOPE

The case studies are designed to capture relatively recent and on-going innovations – ideally those that were in development over the period 2014 to the present. Each case is taken to be an innovation and the processes through which it was identified, developed, tested, implemented and taken to scale along with contextual factors such as underlying organizational and partnership arrangements.

Through the scoping work for this evaluation, over 100 innovations were identified through document review and interviews with UNICEF staff. While the potential number of such innovations could easily reach into the thousands, this set served the purpose of elaborating key characteristics of interest.

Characteristics for each case study were tabulated. For the purposes of selection, significant weight was assigned to three variables: type of innovation, stage of development, and UNICEF participating unit(s). These characteristics appears in Figure 1 below. Of course, it would not be feasible to have cases that, taken together, could represent the totality of UNICEF's work in the area innovation. Therefore, the purposive selection of cases is intended to deep-dive into differing types of innovations that reflect a range of characteristics of interest.

Figure 2: Main characteristics of innovation cases

Types of innovation	Stages of innovation	UNICEF participants
<ul style="list-style-type: none"> • Hard technologies, commonly referred to as ‘product innovation’ in UNICEF which drives R&D processes to enable sector-specific results (e.g. diagnostic tools for diseases or water pumps) • ICT, particularly mobile technologies, as cross-sectional enablers for information management, service delivery, performance monitoring, participation and advocacy • Innovative methodologies, approaches and processes (‘soft’ technologies) like behaviour change approaches or design thinking, allowing for wider programmatic impacts 	<ul style="list-style-type: none"> • Ideation/recognition • Implementation/Development • Scale-up/Diffusion 	<ul style="list-style-type: none"> • Office of Innovation [Futures, Ventures (Innovation Fund) and Scale/Global Innovation Centre] • Supply Division Innovation Unit • Programme Division/HQ • CO Innovation Labs • Office of Emergency Programmes • ICT Function (HQ & field) • Data, Research & Policy Div. • CO/country programs • Regional offices • Other

CASE STUDY QUESTIONS

The questions presented below are formulated to address the objectives of the evaluation as stated above. These should be considered as indicative questions to be prioritized and further refined during the inception phase.

Design with the User

1. What categories of users were engaged in this innovation? What were their main interests?
2. Describe the processes through which user groups were involved. What methods were used to inform the solution with the needs of users?
3. To what extent were users engaged throughout the innovation process (e.g. planning, development, implementation and assessment)? How do users view their role in the innovation process?
4. Describe the context in which the innovation was identified and developed. How did the context influence the innovation? How did users inform the identification and development of context appropriate solutions? How do users view the relevance of the innovation?
5. To what extent are end-user groups including the marginalized involved in innovation across the process? What were key elements in the innovation design and development process which focused on the most marginalized populations?

Understand the Existing Ecosystem

6. To what extent was the decision to start the innovation project based on an assessment of its potential value contribution vis-a-vis other solutions or ability to address a critical need?
7. To what extent was the innovation informed by participation in networks and communities of like-minded practitioners? What type of mechanisms were used to inform the innovation?
8. What influence or effect did participation in networks and communities of like-minded practitioners have on the innovation?
9. To what extent were the local environment/market for the innovation considered?

10. To what extent were local cultural and political factors considered?
11. To what extent was the innovation aligned to existing technological, legal, and regulatory policies?
12. To what extent was UNICEF's unique value considered in the decision to engage or lead the innovation in question.

Design for Scale

13. Describe steps taken/methods used to design the innovation for scale from the start.
14. Describe methods/steps used to assess and mitigate dependencies that might limit ability to scale.
15. Describe steps taken to demonstrate impact before scaling the innovation.
16. Describe steps taken/methods used to enable replication and customization in other countries and contexts.
17. Describe how partnerships were utilized to facilitate scale.
18. To what extent was UNICEF able to influence product developers or markets?

Build for Sustainability

19. Describe the development process for the innovation including any incremental and/or iterative steps. To what extent did the process utilize incremental and/or iterative steps to improve its design?
20. Describe steps taken/methods used to ensure integration into national strategies, adoption by industry and/or sustained access for end-users.
21. To what extent were plans for sustainability put in place from the start?
22. To what extent did the innovation utilize and invest in local communities and developers? What were the results of their engagement?

Be Data Driven

23. Describe plans, steps taken and methods used to measure outcomes and impact at discrete milestones or critical stage-gates.
24. To what extent and in what ways data and evidence, including real-time information, were used to monitor and inform decision making throughout the life of the project?
25. To what extent was data generated as a by-product of user actions/transactions utilized for assessment?

Use Open Standards, Open Data, Open Source, and Open Innovation

26. Where relevant, describe the relevance of the openness principles to the innovation.
27. Where relevant, describe steps taken/methods used to adopt and expand existing open standards.
29. To what extent did the innovation contribute to open sharing of data (recognizing the limitations on what can and should be shared)?

Reuse and Improve

30. To what extent did the innovation use, modify and extend existing tools, platforms, and frameworks?
31. To what extent did the innovation develop in modular ways favouring approaches that are interoperable over those that are monolithic by design?
32. To what extent did the innovation build on existing/past experiences from within UNICEF or lessons learned from past activities in the country?

Do no harm

33. Describe steps taken/methods used to assess and mitigate risks to users and to the security of their data.
34. To what extent did the innovation consider the context and needs for privacy of personally identifiable information when designing solutions?
35. To what extent did the innovation ensure equity and protect the best interests of end-users?

36. For physical products that will be procured by UNICEF, what steps were taken to ensure a healthy competitive market and mitigate small supplier base?

37. To what extent did the project seek to protect local markets, ensure fair competition and ensure affordability?

Be Collaborative

38. Describe steps taken/methods used to engage diverse expertise internally and externally, across offices, disciplines and industries.

39. To what extent did the innovation work across sector silos to create coordinated and more holistic approaches? Is there evidence that this way of working has influenced other sectors in the division or office implementing the innovation?

40. To what extent were work, results, processes and best practices documented and shared widely?

41. To what extent were materials published under a Creative Commons license? If another licensing approach was taken what was the rationale?

CASE STUDY SELECTION

An initial list of case study topics has been selected using the following steps.

1st step:	During scoping for the evaluation, key variables were identified and a matrix devised to compile and analyze innovation solutions for case study selection
2nd step:	Candidate case studies described during interviews as well as identified in UNICEF documents and websites (e.g. UNICEF Innovation Reports, Innovation Fund, UNICEF Supply Division Website (Section Innovation).
3rd step:	Feedback sought from respondents specifically requesting additional innovation solutions and information on relevant criteria.
4th step:	Feedback received and incorporated from divisions and sections (Office of Innovation; Supply Division, Innovation Unit, OI; Health section/PD; HIV/AIDS section/PD; Education section/PD; Adolescent Development and Participation/PD; Data, Research and Policy Division; Office of Emergency Programmes).

It is anticipated that case studies will number between nine and twelve. Further description of these selected cases appears in Annex 1.

	Innovation solution	Solution type			What is the furthest stage that the solution has reached?			Units
		Hardware/Product	ICT4D	Method/Approach	Ideation	Development	Scale	
1	Primero		X				X	Programme Division
2	RapidPro (single use case)		X				X	Office of Innovation (GIC) and ICT
3	Somleng		X			X		Office of Innovation (Ventures)
4	U-Report (single use case)		X				X	Office of Innovation (GIC) and ICT
5	Drones used to deliver results for children	X				X		Office of Innovation (Ventures)
6	Adolescent Kit for Expression and Innovation	X		X			X	CO, PD
7	ARIDA	X				X		SD, PD, CO
8	Zika diagnostics	X			X			SD
9	Height/length measuring device	X				X		SD
10	Accelerated School Readiness			X		X		CO, PD
11	Data Must Speak			X			X	CO, PD

12	Child-centred adaptation			X		X		PD, Office of Research, COs
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Initially, protocols for the case studies will be developed jointly with UNICEF. Protocols will be refined and finalized through engagement with the Reference Group, stakeholders and the selected case study team.

22. EVALUATION METHODOLOGY

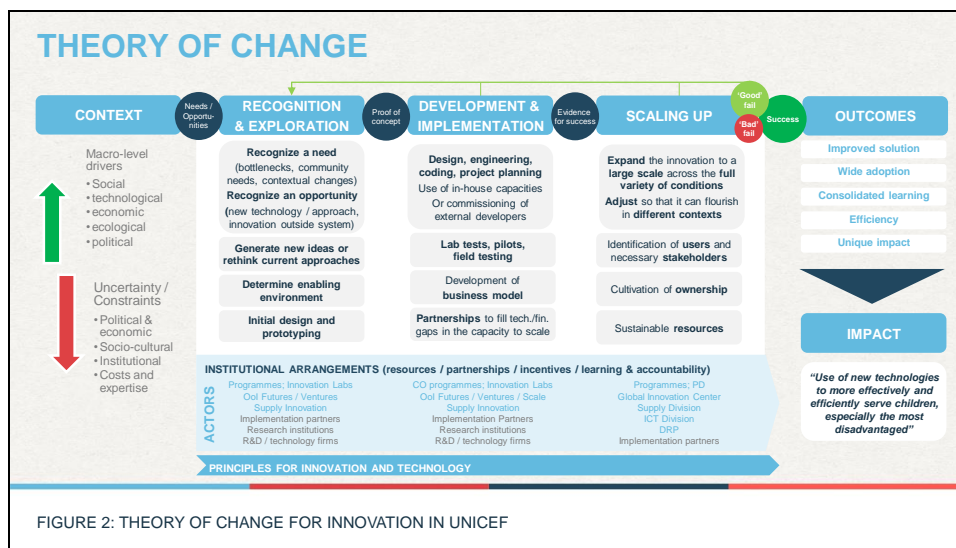
EVALUATION DESIGN: CONCEPTUAL AND ANALYTICAL APPROACH

This evaluation element utilizes a multiple case study design¹² with both descriptive and normative analytical approaches. For the purposes of this assignment, a ‘case’ is defined as an innovation, the processes through which it was identified, developed, tested, implemented and taken to scale (if relevant) along with contextual conditions (e.g. underlying organizational and partnership arrangements). The cases are therefore dynamic, most are still evolving (or iterating) and they unfold at multiple levels. Given this degree of change and evolution, this multiple-case design is intended to generate confidence in the evaluation’s findings as it examines multiple factors across cases and categories. A working version of a Theory of Change to guide the case studies appears in Figure 2.

The underlying proposition for each case study is that a) innovations, to the extent applicable, have put the Innovation Principles or other best practice guidelines into practice and have done so through varied means and; that b) putting principles into practice has been beneficial to innovation’s development and outcomes. Given the uncertain and iterative nature of the innovation process, it is a challenge both to define what constitutes a successful outcome as well as to measure it (e.g. a new technology may not be considered successful based on its original objective may nevertheless provide crucial insights for new solutions). For the purposes of this assignment, outcomes are considered as:

- a) Adoption (i.e. innovation is scaled and used)
- b) Improved solution (i.e. innovation offers measureable, comparative improvement)
- c) Innovation ‘fails’ at pilot stage but leads to consolidated learning for an eventual improvement, and
- d) Innovation fails and does not contribute to greater learning because of a lack of appropriate learning systems

¹² Many of the approaches described here are drawn from: Yin, R. K. (2014). Case study research: Design and methods (5th Ed.). Thousand Oaks, CA: Sage.



Each case study will rely on multiple methods of data collection inclusive of quantitative and qualitative data. It is anticipated that each case will require an initial stakeholder mapping exercise. Leading methods for the case studies will include interviews of varying type (e.g. individual, group, open-ended, structured), document review (e.g. reports and e-mails), and observations. These methods will be further elaborated, specific data collection tools developed and organised into the case study protocol (e.g. discussion guides, document review templates, observational procedures).

The analytical framework is based on triangulation of methods with the purpose of testing the consistency of findings from multiple sources in order to establish converging lines of evidence. Within each case, methods to be used might include stakeholder mapping, analysis of narrative data, Theory of Change, pattern-matching, and time-series assessments. Each case study will require substantive recording of evidence in a case study database.

At a further stage (outside the scope of this ToR), cross-case synthesis analysis will be used to make result in the multiple-case studies, in addition to using these several techniques within each single case, would then follow a replication logic, which is the fourth technique.

DATA SOURCES

The case studies will use practical and innovative approaches to gather, triangulate and analyze a variety of data types. Among others, data sources will include:

DESK REVIEW OF SECONDARY DATA AND DOCUMENTS

A list of relevant materials together with electronic copies of key documents will be shared with the team(s) completing the case studies. Case studies can be expected to utilize a range of data including technical reports and plans, terms of reference, progress reports, MOUs, budgets and partnership agreements, UNICEF country programme documents, including financial data, project documentation, meeting notes and reports. The information shared will be reviewed and analysed in an initial period of desk review and throughout implementation, as appropriate. It is expected that document review will use structured tools and templates for compilation and analysis.

INTERVIEWS WITH KEY INFORMANTS

In tracing the innovation through its development, interviews will be needed at several levels within the organization and with external partners, including suppliers and donors. In the implementation phase, interviews will be conducted with experts and staff must directly involve with the innovation. Respondents will include program managers and specialist at HQ, Supply Division, regional and country levels, partner staff involved in the innovation, implementing partners and beneficiaries. Depending on the stage of development for a given innovation, these interviews may be clustered at one level (e.g. innovations in the ideation stage may have a smaller set of informants) or be wide-ranging (e.g. innovations which are operating at scale). Interviews with informants will be guided by tools that include open-ended discussion guides and more structured interview guidelines.

COUNTRY VISITS, FIELD OBSERVATION AND FOCUS GROUP DISCUSSIONS

Certain of the case studies will require quantitative and qualitative data gathering during field visits. These will be focused on a given innovation as opposed to the UNICEF country program and will include both observation and interviews including focus group discussions. Depending on the stage of development of the innovation, field visits will include periods of observation and use of checklists. When organising field visits and interviews, attention will be given to ensure gender balance and representation of among beneficiary groups.

OPPORTUNITIES FOR INNOVATIVE METHODS IN DATA COLLECTION AND ANALYSIS

The case studies will endeavour to use innovative methods in the stages of data collection and analysis (e.g. use of mobile technologies to engage beneficiaries, analysis of big data to examine diffusion).

6. MANAGEMENT AND CONDUCT OF THE EVALUATION

EVALUATION MANAGEMENT STRUCTURE

The case studies will be conducted by an external team to be recruited by UNICEF's Evaluation Office (EO). Direct supervision is provided by a Senior Evaluation Officer at the EO. The Evaluation Office will be responsible for the day-to-day oversight and management of the evaluation and for management of the evaluation budget. It will assure the quality and independence of the evaluation and guarantee its alignment with UNEG Norms and Standards and Ethical Guidelines, provide quality assurance checking that the evaluation findings and conclusions are relevant and recommendations are implementable, and contribute to the dissemination of the evaluation findings and follow-up on the management response. In a departure from previous practice, the Evaluation Office will be directly engaged in the development of case study tools and materials and rely on the external team for the purpose of implementation and analysis.

The advisory organ for the evaluation is the Evaluation Reference Group bringing together a mix of UNICEF managers, advisors and external experts (to be confirmed) from among the key stakeholders. Members of the Reference Group will serve in an advisory capacity and their main responsibilities will be the following: a) contribute to the preparation, and design of the evaluation including review and comments on the inception report; b) provide comments and substantive feedback to ensure the quality – from a technical point of view - of the draft and final evaluation reports; c) assist in identifying key documents and UNICEF staff and external stakeholders to be consulted during the evaluation process; d) participate in review meetings organized by the EO and with the evaluation team as required; e) play a key role in learning and

knowledge sharing from the evaluation results, contributing to disseminating the findings of the evaluation and follow-up on the implementation of the management response.

EVALUATION TEAM PROFILE

The case studies will be conducted by engaging an institution. Bidders are invited to provide team profiles which they believe represent the best fit for purpose. Qualifications and credentials are outlined below. However, ideal candidate teams will bring knowledge of UNICEF policies and programs and a balance of strong leadership in the areas of: strong skills in evaluation design and methodologies and their practical, real world application; expert knowledge and extensive experience in fostering and documenting innovations for development; and mid-level staff with experience in the areas of data collection both qualitative and quantitative, data handling and management and analytical methods. Across the team, it is expected that expertise needed to assess each of three categories of innovation is available (i.e. product innovation, ICT4D, and 'soft' technologies). It is envisioned that national consultants will play an important role in data collection at field level. Teams are expected to be balanced in terms of gender and geographic origin.

CASE STUDY LEAD(S) CREDENTIALS:

- Extensive expertise (at least 10 years) with mixed-methods evaluation, particularly case study methods and flexibility in using non-traditional and innovative methods;
- Familiarity with UNICEF's programming, policy and advocacy work;
- In-depth understanding of innovations of one of more type (i.e. product innovation, ICT4D, and 'soft' technologies);
- Knowledge of the UN's human rights, gender equality and equity agendas and experience in applying these to evaluation;
- Good interpersonal and communication skills; ability to interact with various stakeholders and to concisely express ideas and concepts in written and oral form;
- Strong conceptualization, analytical and writing skills and ability to work effectively in a team.

MID-LEVEL TEAM MEMBERS CREDENTIALS:

- At least 8 years of progressively responsible experience in both qualitative and quantitative data collection and analysis;
- At least 5 years of experience in using and supporting others in use of consistent interview protocols, templates for recording and reporting on interviews, standard case study report formats and identification of findings;
- Familiarity with innovation in the development sector is an advantage;
- Expertise in handling collaborate teamwork software, online surveys, document repositories, bibliography software and databases.
- Commitment to handling back-office support and logistics as needed.

PHASES AND DELIVERABLES

This assignment is intended to be a rapid-pace exercise carried out by a small, efficient team over a 20 week time frame (see work plan below). The orientation phase will be carried out over a five week period inclusive of an on-site orientation to the case study protocols, initial interviews and desk review. All proposed team members must be available to attend the orientation session during early January. Field work will require five – six weeks beginning in mid to late January. This phase emphasizes a period of in-country travel for observation, additional interviews and documentation. The final nine week phase covers analysis, drafting and sharing of preliminary findings and two rounds of draft report submission, Reference

Group review and feedback prior to a final product. Travel to HQ for a small number of team members should be anticipated for the presentation and discussion of preliminary findings.

DELIVERABLES

Deliverables and associated page lengths include the (1) Case study implementation plan and timeline (30 pages max. not including annexes); (2) Preliminary Case Studies Report; (3) a set of Final Innovation Case Studies inclusive of the evidence databases (no more than 20 pages each not including annexes).

EVALUATION BUDGET AND TIMING

The innovation evaluation is included in the EO's Annual Work Plans for 2017 and is included among EO priorities for 2018. Further information is to be found in the document 'Instructions to Bidders'. The implementation of the evaluation is expected to follow the following time schedule. It is estimated that a team of 5 or 6 senior and mid-level professionals (not including national consultants) could complete the work with eight to nine person weeks of effort, on average.

STAGE AND ACTIVITY		2017		2018																	
		DEC.		JAN				FEB				MARCH				APRIL				MAY	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
ORIENTATION	AWARD																				
	ORIENT TO PROTOCOLS / PLANNING																				
	DESK REVIEW																				
	1 ST RD INTERVIEWS																				
	IMPLEMENTATION PLAN																				
IMPLEMENTATION	FIELD WORK																				
	INTERVIEWS/DESK REVIEW																				
	ANALYSIS																				
REVIEW, REVISE, REVISION	PRELIM. FINDINGS																				
	REVIEW AND REVISE																				
	DRAFT REPORT																				
	REVIEW AND REVISE																				
	FINAL REPORT & DATA BASE																				

PROPOSAL EVALUATION

Proposals will be evaluated using a weighted scoring approach in which evaluation criteria will be a split between technical and commercial (price proposal) scores (a 70%/ 30% split). Proposals submitted in response to this RFPS should include and will be evaluated against the following:

- a) Technical proposals will be evaluated based on the following criteria and weighting:

Criteria	Maximum score
Organization capacity (experience, management capacity)	15

Demonstrated understanding of the subject matter in the context of development programming	25
Team capacity (size and composition, technical aptitude and experience, time allocation between experts, relevance of previous assignments)	30
Workplan and team availability demonstrates that work will be completed in a timely manner (organisation, practicality, level of effort)	25
Sample reports (at least three) written by the team leader and other key personnel (coherence, clarity, and relevance)	5
TOTAL	100

Only proposals that receive a minimum of 70 points out of a total possible of 100 will be considered further. The technical score will be converted into a percentage out of 70 (70%) to determine the earned percentage out of 100 of the overall score (Technical and Financial).

b) Price Proposal (commercial evaluation)

The total amount of points allocated for the price component is 100. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

$$\text{Score for price proposal X} = (\text{Max. score for price proposal (100 Points)} * \text{Price of lowest priced proposal}) / \text{Price of proposal X}$$

The Financial score will be converted into a percentage out of 30 (30%) to determine the earned percentage out of 100 of the overall score (Technical and Financial).

In sum, the total obtainable technical and price points is 100. The Proposer(s) achieving the highest combined technical and price score will (subject to any negotiations and the various other rights of UNICEF detailed in this RFPS) be awarded the contract(s).

PAYMENT SCHEDULE

Unless the Bidder proposes an alternative payment schedule, payments will be as follows:

- Case study implementation plan and timeline (30% of the contractual amount)
- Preliminary Case Studies Report (30 %)
- Final Innovation Case Studies inclusive of the evidence databases (40%)

As indicated in the RFPS, travel costs can be reimbursed periodically independent of the payments linked to deliverables.

Annex 1: Innovation Principles	
Principle	Characteristics
Design with the User	<ul style="list-style-type: none"> • Develop context appropriate solutions informed by user needs. • Include all user groups in planning, development, implementation and assessment. • Develop projects in an incremental and iterative manner. • Design solutions that learn from and enhance existing workflows and plan for organizational adaptation. • Ensure solutions are sensitive to, and useful for, the most marginalized populations: women, children, those with disabilities, and those affected by conflict and disaster.
Understand the Existing Ecosystem	<ul style="list-style-type: none"> • Participate in networks and communities of like-minded practitioners. • Align to existing technological, legal, and regulatory policies. • Work with and convene stakeholders including industry, academia, governments and civil society
Design for Scale	<ul style="list-style-type: none"> • Design for scale from the start, and assess and mitigate dependencies that might limit ability to scale. • Employ a “systems” approach to design, considering implications of design beyond an immediate project. • Be replicable and customizable in other countries and contexts. • Demonstrate impact before scaling a solution. • Analyze all technology choices through the lens of national and regional scale. • Factor in partnerships from the beginning and start early negotiations.
Build for Sustainability	<ul style="list-style-type: none"> • Plan for sustainability from the start, including planning for long-term financial health i.e., assessing total cost of ownership. • Utilize and invest in local communities and developers by default and help catalyze their growth. • Engage with local governments to ensure integration into national strategy and identify high-level government advocates.
Be Data Driven	<ul style="list-style-type: none"> • Design projects so that impact can be measured at discrete milestones with a focus on outcomes rather than outputs. • Evaluate innovative solutions and areas where there are gaps in data and evidence. • Use real-time information to monitor and inform management decisions at all levels. • When possible, leverage data as a by-product of user actions and transactions for assessments.
Use Open Standards, Open Data, Open Source, and Open Innovation ¹³	<ul style="list-style-type: none"> • Adopt and expand existing open standards. • Open data and functionalities and expose them in documented APIs (Application Programming Interfaces) where use by a larger community is possible. • Invest in software as a public good. • Develop software to be open source by default with the code made available in public repositories and supported through developer communities.

¹³ Note, this does not apply to Supply Division innovation projects which focus on development of physical products where the designs are not owned by UNICEF, but in some cases are proprietary to the companies developing them.

Reuse and Improve	<ul style="list-style-type: none"> • Use, modify and extend existing tools, platforms, and frameworks when possible. • Develop in modular ways favoring approaches that are interoperable over those that are monolithic by design.
Do no harm	<ul style="list-style-type: none"> • Assess and mitigate risks to the security of users and their data. • Consider the context and needs for privacy of personally identifiable information when designing solutions and mitigate accordingly. • Ensure equity and fairness in co-creation, and protect the best interests of the end end-users.
Be Collaborative	<ul style="list-style-type: none"> • Engage diverse expertise across disciplines and industries at all stages. • Work across sector silos to create coordinated and more holistic approaches. • Document work, results, processes and best practices and share them widely. • Publish materials under a Creative Commons license by default, with strong rationale if another licensing approach is taken.

Annex 3 – List of staff and stakeholders interviewed

Table 1: Organizational Assessment

UNICEF STAFF

Cynthia McCaffery, Director	Office of Innovation, UNICEF
Erica Kochi, Senior Advisor	Office of Innovation, UNICEF
Christopher Fabian, Senior Advisor	Office of Innovation, UNICEF
Tanya Accone, Senior Advisor	Office of Innovation, UNICEF
Stefan Bock, Head of Operations	Office of Innovation, UNICEF
Raquel Wexler, Programme Specialist	Office of Innovation, UNICEF
Etleva Kadilli, Director	Supply Division, UNICEF
Kristoffer Gandrup-Marino, Chief, SDIU	Supply Division, UNICEF
Bo Strange Sorensen, Project Officer	Supply Division, UNICEF
Gemma Orta-Martinez, Supply Chain Manager	Supply Division, UNICEF
Jessica Tribbe, Innovation Specialist	Supply Division, UNICEF
Jonathan Howard-Brand, Innovation Specialist	Supply Division, UNICEF
Peter Harvey, Chief	Supply Division, UNICEF
Robert Matthews, Contract Manager	Supply Division, UNICEF
Suvi Rautio, Deputy Director	Supply Division, UNICEF
Ana Cristina Matos, Evaluation Specialist	Supply Division, UNICEF
Christian Larsson, Deputy Director	ICT Division, UNICEF
Evan Wheeler, ICT Manager	ICT Division, UNICEF
George Laryea-Adjei, Director,	Evaluation Office
Juan-Pablo Giraldo, Education Specialist	Programme Division, UNICEF
Shanelle Hall, Deputy Executive Director	Office of Executive Director, UNICEF
Maria Muniz, Health Specialist	Programme Division, UNICEF
Megan Gilgan, Deputy Chief of Staff	Office of Executive Director, UNICEF
Timothy Grieve, Senior Advisor	Programme Division, UNICEF
Ian Thorpe, Chief	Data, Research and Policy, UNICEF
Paloma Escudero, Director	Division of Communications, UNICEF
Claes Johansson, Senior Advisor	Data, Research and Policy, UNICEF
Isa Achoba, Associate Director	Field Results Group, UNICEF
Fatoumata Ndiaye, Deputy Executive Director	Office of Executive Director, UNICEF

Eva Mennel, Director	Division of Human Resources, UNICEF	
Kristina Rashid, Programme Specialist	Programme Division, UNICEF	
Mac Glovinsky, Programme Specialist	Programme Division, UNICEF	
Ayano Suzumura, Programme Specialist	Office of Emergency Operations	
Gary Stahl, Director		
Barry Wentworth, Principal Advisor	Office of Executive Director, UNICEF	
Nalinee Napita, Senior Advisor		
Benjamin Grubb, Business Analyst	East Asia and the Pacific Regional Office, UNICEF	
Chris Hirabayashi, Regional Advisor		
Dejan Jakovljevic, Regional Chief		
Juan Santender, Deputy Representative		
Lori Thorell, ICT Specialist		
Michael Newsome, Regional Chief		
Riccardo Polastro, Regional Advisor		
Roshni Basu, Regional Advisor		
Leila Pakkala, Regional Director		Eastern and Southern Africa Regional Office, UNICEF
Edward Addai, Regional Chief		
Deepak Bhaskaran, Regional Chief		
Sean Blaschke, Business Analyst		
Justus Kamwasigwe, M&E Specialist		
Aida Oliver, Deputy Regional Director		
Bertrand Bainvel, Deputy Regional Director	Middle East North Africa Regional Office, UNICEF	
Albert Kiruki, Regional Chief		
Karin Hulshof, Regional Director	South Asia Regional Office, UNICEF	
Philippe Cori, Deputy Regional Director		
Hawi Badesa, Business Analyst	West and Central Africa Regional Office, UNICEF	
Sheema Sen Gupta, Deputy Representative	Bangladesh Country Office	
Maya Vandent, Chief		
Carlos Acosta, Chief		
Olga Kayima, RapidPro Community Manager		
Beate Dastel, Deputy Representative	Bhutan Country Office	
Dalim Thapa, ICT Officer		
Vandana Joshi, Health and Nutrition Specialist		
Alwin Nijholt, Deputy Representative	Bosnia and Herzegovina Country Office	
Antonia Luedeke, Chief		

Magali Caroline Carpy Botoulou, Chief	DRC Country Office	
Gibson Michael Riungu, ICT Specialist		
Joaquin Gonzalez-Aleman, Representative	Ecuador Country Office	
Fazlul Haque, Deputy Representative	Egypt Country Office	
Ibrahim Emad, Innovation Focal Point		
Luigi Peter Ragno, Chief		
Geeta Sharma, Communication for Development Specialist	Ghana Country Office	
Sylvester Baffoe, M&E Officer		
Paolo Marchi, Deputy Representative	Guyana and Suriname Country Office	
Kelvin Daly, ICT Associate		
Hamidou Maiga, Chief	Haiti Country Office	
Amanda Bissex, Chief	Indonesia Country Office	
Chizuru Iwata, Adolescent Development Officer		
Gregor Henneka, Chief		
Ida Kalanda, Chief		
Kate Rose, Communication Specialist		
Lauren Rumble, Deputy Representative		
Paul Pronyk, Chief		
Peter Leth, Chief		
Pia Fagerstrom, Social Policy Specialist		
Richard Wecker, Emergency Specialist		
Rizky Syafriti, Communication for Development Specialist		
Valerie Crab, Programme Specialist		
Werner Schultink, Representative		Kenya Country Office
Minu Limbu, Information Management Specialist		
Shalini Guduri, Nutrition Specialist		
Moses Rono, ICT Manager		
Kamrul Islam, Chief	Liberia Country Office	
Tafadzwa Chigariro, Innovation Specialist		
Samuel Mawunganidze, Deputy Representative		
Narine Aslanyan, Deputy Representative	Libya Country Office	
Carmen Asenjo, Innovation Focal Point		
Johannes Wedenig, Representative	Malawi Country Office	
Sangita Jacob, Chief		
Marie Claude Villacorta, Innovation Specialist		

Pressia Arifin Cabo, Deputy Representative Julia Manske, Innovation Focal Point	Mexico Country Office
Behzad Noubary, Deputy Representative	Morocco Country Office
Yasmine Smires, Social Policy Officer	
Chris Comency, Chief	Mozambique Country Office
Rownak Khan, Deputy Representative	Nepal Country Office
Maricar Garde, Policy Specialist	
Rudrajit Das, Chief	
Stanley Chitekwe, Chief	
Denis Jobin, Chief	Nigeria Country Office
Cristian Munduate, Deputy Representative	Pakistan Country Office
Hira Hafiz ur Rehman, Former U-Report Manager	
Ayesha Durrani, Communication for Development Specialist	
Asiya Ashraf, WASH Specialist	
Eduard Petrescu, Programme Specialist	Romania Country Office
Voica Pop, Child protection Specialist	
Alexandra Grigorescu, Aurora Team Member	
Ghada Kachachi, Deputy Representative	Sudan Country Office
Kannan Nadar, Chief	
Alistair Gretarsson, Chief	Thailand Country Office
Jakub Lambrych, Consultant	
Kongdej Keesukpan, Communication Specialist	
Michele Schmit, Planning, Monitoring and Evaluation Specialist	
Napat Phisanbut, Communication for Development Officer	
Sirirath Chunnasart, Adolescent & HIV/AIDS Officer	
Tanaporn Perapate, Early Childhood Development officer	Turkmenistan Country Office
Siraj Mahmudlu, Deputy Representative	
Ayna Seyitliyeva, Communication for Development Officer	Uganda Country Office
Doreen Mulenge, Representative	
Aguibou Ousmane Ndiaye, ICT manager	
Vikas Singh, Chief	Zimbabwe Country Office
Nejmudin Bilal, Chief	
Jennifer Barak, Health Manager	

EXTERNAL STAKEHOLDERS

Organisation	Name and position of interviewee
Global Good	Van Dinh, Environment and Health Lead David Bell, Global Health Technology Lead
Ferrino	Augusto Rabajoli. Amministratore Delegato
KKNag	Milon Nag, Managing Director
Gates Foundation	Rasa Izadnegahdar, Global Health Deputy Director
UNDP	Bernardo Cocco, Policy advisor, Knowledge Management and Innovation Benjamin Kumpf, Policy specialist, Innovation

Table 2: UNICEF innovation case studies - interview list

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Table 1. Accelerated School Readiness

Name	Organization	Position
One (1) informant	UNICEF Education Headquarters Programme Division	Innovation in Education Specialist
One (1) informant	UNICEF Education Headquarters Programme Division	Early Childhood Education Specialist
One (1) informant	UNICEF Ethiopia Country Office	Current and former Chief of Education
Two (2) informants	UNICEF Ethiopia Country Office	Education Specialists, including ASR Program Manager
Two (2) informants	UNICEF Ethiopia Regional Offices	Education Specialist and ASR implementation support team members (Amhara, Oromia)

One (1) informant	UNICEF Ethiopia Regional Offices	Field Office Lead (Oromia)
One (1) informant	Government	Federal Ministry of Education, Curriculum Director
One (1) informant	Government	Regional Education Bureau, Curriculum Directorate and Country Directorate
Two (2) informants	Government	Regional Education Bureau, Amhara ASR focal points
One (1) informant	Government	Woreda Education Office leader
Two (2) informants	Government	Woreda ASR program manager
Two (2) informants	--	Teacher facilitators
Five (5) informants	--	Curriculum design firm
Approximately eighty (80) students	--	ASR students (observation of 2 classrooms)

Table 2. Acute Respiratory Infection Diagnostic Aid

Name	Organization	Position
Agazi Ameha	Ethiopia CO	Monitoring and Evaluation Specialist
Quique Bassat	Barcelona Institute for Global Health / ICAEA	Research Professor
Bizuhan Birhanu	Ethiopia CO	Child Health Specialist
Jim Black	University of Melbourne / FREO2	Associate Professor
Niels Buning	Royal Philips	Business Development Manager
Kristoffer Gandrup-Marino	UNICEF SD	Chief Innovation Unit
Solomon Gelaw	Ethiopia CO	Health Specialist
Gian Gandhi	UNICEF SD	Chief Markets, Supplier Financing and Innovations Centre
Eskinder Goshu	Malaria Consortium	Program Officer
Leith Greenslade	Just Actions	CEO
Tedila Habte	Malaria Consortium	Health Professional
Jonathan Howard-Brand	UNICEF SD	Innovation Specialist
Dan Ilie	UNICEF SD	Contracts Officer
Stephanie Jacquier	UNICEF PFP	Corporate Partnership Specialist

Natalie Jones	UNICEF SD	Operations Officer
Paul LaBarre	UNICEF SD	Innovation Manager
Ana Cristina Matos	UNICEF SD	Evaluation Specialist
Cindy McWhorter	UNICEF SD	Project Officer
Diana Molina Grasa	“la Caixa” Banking Foundation	Program Officer, International Division
Macoura Oulare	Ethiopia CO	Chief Health, Health Programmes
Suvi Rautio	UNICEF SD	Deputy Director Supply Programmes
Ludo Scheerlinck	UNICEF SD (former)	Manager Supplies and Logistics Section
Habtamu Seyoum	CHAI	Senior Manager, Child Survival
Hayalnesh Tarekegn	UNICEF SD	Health Specialist
Dr. Abraham Tariku	Ethiopia FMOH	Child Health Officer
Dr. Agonafer Tekalegne	Malaria Consortium	Country Director
Regine Weber	UNICEF SD	Chief Strategy, Change and Communications Centre
Rocio Vicente Senra	Spanish National Committee	Programme Officer
One (1) informant	Woreda	Deputy Head of the District Health Office
Two (2) informants	Woreda	Health Extension Workers
One (1) informant	Malaria Consortium	Research Assistant

Table 3. Adolescent Kit for Expression and Innovation

Name	Organization	Position
Five (5) informants	UNICEF	ADAP UNICEF staff and consultants
Five (5) informants	UNICEF	ICO UNICEF staff and consultants
One (1) informant	UNICEF	UNICEF USA fund representative
One (1) informant	ChildFund	Implementation partners
One (1) informant	Pramuka	Implementation partners
One (1) informant	Kupang region youth facilitators	Local beneficiaries and community members
One (1) informant	Kupang region teacher facilitators	Local beneficiaries and community members

One (1) informant	Olesala adolescent circle participants	Local beneficiaries and community members
One (1) informant	Oebolo village leader	Local beneficiaries and community members
One (1) informant	Olesala village leader	Local beneficiaries and community members

Table 4. Child-centered Climate and Environment

Name	Organization	Position
Two (2) informants	UNICEF	Headquarters CE specialists
Five (5) informants	UNICEF	ZCO UNICEF staff and consultants
Two (2) informants	UNICEF	ICO UNICEF staff
One (1) informant	UNICEF	MCO UNICEF leadership
One (1) informant	Ministry of Energy	Local government partners
One (1) informant	SNV	CE implementation partners
One (1) informant	Boost Fellowship	CE implementation partners
One (1) informant	Action24	CE implementation partners
One (1) informant	Ecoschools	CE implementation partners
One (1) informant	Pulse Lab Jakarta	CE implementation partners
One (1) informant	UNDP	Peer organization

Table 5. Data Must Speak

Name	Organization	Position
Gabrielle Bonnet	UNICEF and GPE (former)	Education Specialist at UNICEF (former) M&E Specialist at GPE (former)
Josephine Bourne	UNICEF	Associate Director Education, Education Section
Mathieu Brossard	UNICEF	Senior Advisor, Education Section
Chef ZAP	EPP Centre II	Chef ZAP
Chef ZAP	EPP Sonierana	Chef ZAP
Yacouba Djibo Abdou	UNICEF	Education Specialist – Results Reporting

Director (x1) and Technical Team Members (x3)	DREN - Région Anosy	Director (x1) and Technical Team Members (x3)
Director (x1) and Technical Team Members (x7)	Équipe CISCO- Région Anosy	Director (x1) and Technical Team Members (x7)
Mr Ernest	Madagascar Ministry of Education – DPE	School statistics lead
Pat Scheid	The William and Flora Hewlett Foundation	Program Officer, Global Development and Population
Daniel Kelly	UNICEF	Education Specialist
Kerida McDonald	UNICEF	Senior Advisor Communication for Development (C4D)
Dina Navalona Rasolofoniaina	UNICEF	Education Officer / Regional Technical Assistance (Anosy Region)
Boubacar Ndiaye	UNICEF	Education Consultant
Mr Noarimanana	Madagascar Ministry of Education - DPE	IT specialist
Matthias Lansard	UNICEF	Former Education Specialist
Dexter Pante	Ministry of Education, Philippines	Chief of School Effectiveness Division
Christian Platteau	European Cooperation - Madagascar	PASSOBA program coordinator
President	EPP Centre II – FEFFI	President
President	EPP Manambaro - FEFFI	President
President	EPP Sonierana -FEFFI	President
Evelyne Rakotondratsimba	UNICEF	Education Specialist (Sectoral coordination)
Tiana Rakotondravaly	Madagascar Ministry of Education – DPE	School profile cards trainer
Mme Solo Rakotsoa	Madagascar Ministry of Education – DPE	School cards lead
Mr Tojo Razafindrakoto	French Development Agency (AFD) - Madagascar	Responsible for education, professional training
School Principal	EPP Centre II	School Principal
School principal	EPP Manambaro	School principal

School Principal	EPP Sonierana	School Principal
Secretary General	Madagascar Ministry of Education	Secretary General
Rabenandrana Théophil	Madagascar Ministry of Education - DPE	Director
Beifith Tiyab	UNESCO-IIEP Pole de Dakar	Senior Education Policy Analyst
Ousmane Togou	World Bank - Madagascar	Education Specialist / Consultant

Table 6. Drones for Delivering Results for Children

Name	Organization	Position
Two (2) informants	UNICEF	Office of Innovation UNICEF staff
Five (5) informants	UNICEF	MCO UNICEF staff and consultants
Two (2) informants	UNICEF	Vanuatu CO UNICEF staff
One (1) informant	UNICEF	Supply Division UNICEF staff
One (1) informant	Civil Aviation Authority	Local government partners
One (1) informant	University of Liverpool	Drone corridor users, including academic and private sector
One (1) informant	Virginia Tech	Drone corridor users, including academic and private sector
One (1) informant	GLOBEHE	Drone corridor users, including academic and private sector
One (1) informant	Kasungu Health Center	Local beneficiaries and community members
One (1) informant	JSI	Consultant organization
Two (2) informants	World Food Programme	Peer organization

Table 7. Height/Length Measurement Devices

Name	Organization	Position
Gene Alexander	Body Surface Translations, Inc.	Chief Technology Officer
Bo Robert Beshanski-Pedersen	UNICEF DRP (former)	Consultant
Kenneth Brown	Bill & Melinda Gates Foundation	Senior Fellow, Nutrition

Alison Fleet	SD	Technical Specialist, Nutrition Unit, MNC
Edward Frongillo	University of South Carolina, Arnold School of Public Health	Professor and Chair, Department of Health Promotion, Education and Behaviour
Gian Gandhi	SD	Chief Markets, Supplier Financing and Innovation Centre
Kristoffer Gandrup-Marino	SD	Chief IU
Jonathan Howard-Brand	SD	Innovation Specialist, IU
Hedy Ip	UNICEF Myanmar	Nutrition Specialist
Natalie Jones	SD	Operations Officer, IU
Julia Krasevec	UNICEF	Statistics & Monitoring Specialist, Data and Analytics
Gemma Orta-Martinez	SD	Chief Monitoring, Strategic Data and Evidence Unit
Ana Cristina Matos	SD	Evaluation Specialist
Louise Mwigiri	UNICEF	Information Management Specialist, Nutrition Section
Marek Porubský	PKP Bardejov s.r.o.	Chief Executive Officer
Suvi Rautio	SD	Deputy Director Supply Programme
Bo Strange Sorenson	SD	Technical Officer Innovation, IU
Regine Weber	SD	Chief Strategy, Change and Communications Centre

Table 8. Primero

Name	Title	Organization
Robert MacTavish	Child Protection Specialist	UNICEF
Cornelius Williams	Chief, Child Protection	UNICEF
Thierry Beniflah	Business Relationship Manager, ICTD-Programmes	UNICEF
Ted Chaiban	Programme Division Director	UNICEF
Tasha Gill	Senior Advisor, Child Protection in Emergencies	UNICEF
Ernest Ostro	IRC-ICT Chief	UNICEF

Daniel Couture	CIO/ICTD	UNICEF
Annalisa Brusati	Senior Child Protection Adviser	IRC
Katherine Cocco	CP Specialist (MRM)	UNICEF
Shane O'Connor	UNICEF Sierra Leone/ Primero Lead	UNICEF
Rafiq Khan	UNICEF Ghana CP Chief	UNICEF
Muhammad Rafiq Khan	Child Protection Focal Person	UNICEF Ghana
Dr Hamid El-Bashir Ibrahim	Country Representative	UNICEF Sierra Leone
Rashnan Murtaza	Deputy Representative	UNICEF Sierra Leone
James Gray	Chief of Child Protection Policy	UNICEF Sierra Leone
David Lamin	Child Protection Specialist - Program lead for Primero	UNICEF Sierra Leone
Pavel Nabutovsky	Business Analyst & Software Architect	Quion
Mariatu Bangura	Ministry of Information and Communication - ICT Focal Person	MSWGCA (National level)
Paulina	Primero Focal point	FHM
Thom	Primero Focal point	Defense for Children International

Table 9. RapidPro

Name	Title	Organization	Stakeholder group
Tanya Accone	Senior Adviser on Innovation Deputy UNICEF Global Innovation Centre	UNICEF	UNICEF
Evan Wheeler	Director, Information & Communication Technology Division	UNICEF	UNICEF
Stuart Campo	Senior Innovation Specialist	UNICEF	UNICEF
Issmail Nnafie	Previous RapidPro Deployment Specialist, GIC	UNICEF Malaysia	UNICEF
Katharine McFadden	Previous Technical Writer, RapidPro Product Manager and RapidPro Deployment Specialist, GIC	Independent Consultant	UNICEF

Sean Blaschke	Business Analyst	UNICEF RO (ESAR)	UNICEF
Cary McCormick	Business Analyst	UNICEF (South Asia)	UNICEF
Lillian Luanda	Business Analyst	UNICEF RO (MENA)	UNICEF
Stefan Bock	Head of Operations, Office of Innovations Previous role: Operations Manager, Operations Division, RapidPro Team, GIC	UNICEF	UNICEF
Aidan Cronin	Chief of the UNICEF Water, sanitation and hygiene (WASH) program, Indonesia (Previous Zimbabwe	UNICEF Indonesia	UNICEF
Isa Achoba	Associate Director, Field Results Group	UNICEF	UNICEF
Raquel Wexler	Mainstreaming Innovation Lead	UNICEF	UNICEF
Cynthia McCaffrey	Director, OI	UNICEF	UNICEF
Daniel Couture	Director, ICT	UNICEF	UNICEF
Nicolas Pottier	Founder	Nyaruka	Private Sector / Partner
Leandro Neves	CEO	Ilhasoft	Private Sector / Partner
Bill	CEO	Robinhood	RapidPro User
Carl Leitner	CEO	Path	RapidPro User
Shane O'Connor	T4D Specialist	UNICEF Sierra Leone	UNICEF
Celeste Staley	EduTrac	UNICEF Sierra Leone	UNICEF
Heinrich	EduTrac	UNICEF Sierra Leone	UNICEF
Jonathan Bunting Williams	EduTrac	UNICEF Sierra Leone	UNICEF
Aiah Mbayo	EduTrac	UNICEF Sierra Leone	UNICEF
Hamid El-Bashir Ibrahim	UNICEF Representative – Sierra Leone	UNICEF Sierra Leone	UNICEF
Rushnan Murtaza	UNICEF Deputy Representative – Sierra Leone	UNICEF Sierra Leone	UNICEF

Emmanuel Greywoode	Chief Technology Officer, Technology officer	Ministry of Education, Science and Technology	Government
JK Ansumana	IT Support	Ministry of Education, Science and Technology	Government
Edmund Makiu	HIV/AIDS Specialist	UNICEF Sierra Leone	UNICEF
Kazutaka Sekine	WASH Officer	UNICEF Sierra Leone	UNICEF
Hailemariam Legesse	Health Specialist	UNICEF Sierra Leone	UNICEF
Ezekiel Gborie	Education Officer	WFP	International donor community
Ms. Marianna	ICT Officer	Ministry of Information and Communication	Government
Royston Wright	Security Officer	UNICEF Sierra Leone	UNICEF
Amara Bangali Sesay	Education Officer	UNICEF Sierra Leone	UNICEF
Michael Musa	District focal point	Ministry of Education	Government
Hamjatu	Community health worker	Ministry of Health	Government
Chris Berry	Head of Education Program, Sierra Leone	DFID	International donor community
Wellington Mushayi	Education Officer	UNICEF Sierra Leone	UNICEF
Yiming Qu	M&E Specialist	UNICEF Sierra Leone	UNICEF
Amy Clancy	Child Survival and Development Unit	UNICEF Sierra Leone	UNICEF
Alison Jenkins	Senior Advisor Partnerships	UNICEF	UNICEF
Sandra Latouff	Representative (past)	UNICEF Sierra Leone	UNICEF
Geoff Wiffin	Senior Advisor EMOPS	UNICEF	UNICEF

Table 10. Ready-to-use Therapeutic Foods

Name	Organization	Position
Stephane Arnaud	UNICEF SD	Senior Emergency Supply Manager
Ismael Barmou	STA Niger	General Manager
Prince Boateng	USAID	Contracting Officer, Office of Acquisition & Assistance

Mathilde Bridier	Nutriset	Head of Quality Department
Andre Briend	WHO	Medical Officer for Department of Child and Adolescent Health and Development
Odile Caron	MSF	International Food Quality Assurance Coordinator
Steve Collins	Valid International	Director
Akthem Fourati	UNICEF SD	Chief, Medicines and Nutrition Centre
Alison Fleet	UNICEF SD	Technical Specialist, Medicines and Nutrition Centre
Jan Debyser	UNICEF SD	Contracts Manager, Medicines and Nutrition Center
Kristoffer Gandrup-Marino	UNICEF SD	Chief Innovation Unit
Gian Gandhi	UNICEF SD	Chief Markets, Supplier Financing and Innovations Centre
Morten Hansen	GC Rieber Compact	CEO, GC India
Jonathan Howard-Brand	UNICEF SD	Innovation Specialist, Innovation Unit
Peter Jacobsen	UNICEF SD	Quality Assurance Specialist, Quality Assurance Centre
Natalie Jones	UNICEF SD	Operations Officer
Jan Kormska	UNICEF SD (former)	Pharmacist, Nutrition Unit
Ana Cristina Matos	UNICEF SD	Evaluation Specialist
Nicolas Mayer-Rossignol	Nutriset	Executive Director Development
Riaan Oosthuizen	GC Rieber Compact	GC South Africa
Lorraine Perraudin	Nutriset	Operations Director
Suvi Rautio	UNICEF SD	Deputy Director Supply Programmes
Eric Sunde	GC Rieber Compact	Sales and Marketing Director
Regine Weber	UNICEF SD	Chief Strategy, Change and Communications Centre
Patricia Wolf	Meds & Food for Kids	Executive Director
One (1) informant	Ethiopia Country Office	Chief of Nutrition
One (1) informant	Ethiopia Country Office	Nutrition Specialist
One (1) informant	UNICEF Amhara Regional Office	Nutrition Specialist

One (1) informant	Mawawi Health Center	Community Health Worker
One (1) informant	HILINA Enriched Foods	Deputy General Manager
One (1) informant	HILINA Enriched Foods	Operations Manager

Table 11. Somleng

Name	Organization	Position
Sunita Grote	UNICEF	Innovation Fund Manager
Benjamin Grubb	UNICEF	Business Analyst
Evan Wheeler	UNICEF	Director, Information & Communication Technology Division
Cynthia McCaffrey	UNICEF	Director, Innovation
Shane O'Connor	UNICEF, Sierra Leone	Technology for Development Manager
Surangani Abeyesekera	UNICEF, Somalia	Technology for Development Manager
David Wilkie	Chatterbox	Founder
Mariager-Lam Jeppe	People in Need - Cambodia	Technology for Development Manager
Partha Moman	Africa's Voices Foundation	Project Manager
Mustafa Othman	Shaqodoon Organization	Manager

Table 12. U-Report

Name	Title	Organization
James Powell	Global Coordinator	UNICEF
Tanya Accone	Senior Adviser on Innovation	UNICEF
Lucha Sotomayor	Global Associate Coordinator	UNICEF
Ben-Albert Smith	U-Report Coordinator, South Africa	UNICEF
Hira Hafeez-Ur-Rehman	Global Associate Coordinator	UNICEF
Vicky Maskell	LACRO C4D	UNICEF
Cary McCormick	ICT ROSA	UNICEF
Barlet Gojani	U-Report Coordinator, West Balkans	UNICEF
Susan Kasedde	U-Report Coordinator, Belize	UNICEF

Melissa Rivero	U-Report Coordinator, Belize	UNICEF
Carol Muhwezi	U-Report Coordinator, Nigeria	UNICEF
Norman Muhwezi	U-Report Coordinator, Cote D'Ivoire	UNICEF
Zoe Carletide	Point of Contact	World Association of Girl Guides and Girl Scouts
Olena Sakovych	Head of Education Section	UNICEF
Liliya Lyubomudrova	Adolescents Development Officer (former U-Report Coordinator)	UNICEF
Lori Bell	Regional M&E, Support advisor	UNICEF
Anna Sukhodolska	C4D Specialist \ Officer	UNICEF
Serhiy Prokhorov	C4D Officer	UNICEF
Anna Postivoitova	U-Report coordinator	UNICEF
Richard Herts	Youth Engagement and Partnership Consultant	UNICEF
Nina Ferencic	HIV Regional Advisor	UNICEF
Alina Tsykalo	Child Protection Officer	UNICEF
Viktoriiia Lupan	WASH Advisor	UNICEF
Oleksandr Yarema	Deputy Minister	Ministry of Youth and Sports
Mariya Karchevych	Program support	Ministry of Youth and Sports
Olesia Kravchenko	Program support	Ministry of Youth and Sports
Olga Balakirieva	Director	UISR
Tetiana Bondar	Director	UISR
Svitozar Nitspol	Project Manager	UISR
Tetiana Bakun	Lifecell, UNICEF Point of Contact	Mobile phone operators
Natalia Koshovska	UNICEF Point of Contact	UNFPA Ukraine
Nataliya Martynenko	UNICEF Point of Contact	UNFPA Ukraine
Olena Remen	Steering Committee Representative	Office of Ombudsman for Children
Volodymyr Vovk	Steering Committee Representative	Office of Ombudsman of Parliament for Human Rights
Anastasiia Shevchuk	Steering committee representatives	Youth Committee representatives/ members
Anastasiia Tiurmenko	Steering Committee Representative	UNV
Violetta Puhachova	Steering Committee Representative	Scouts

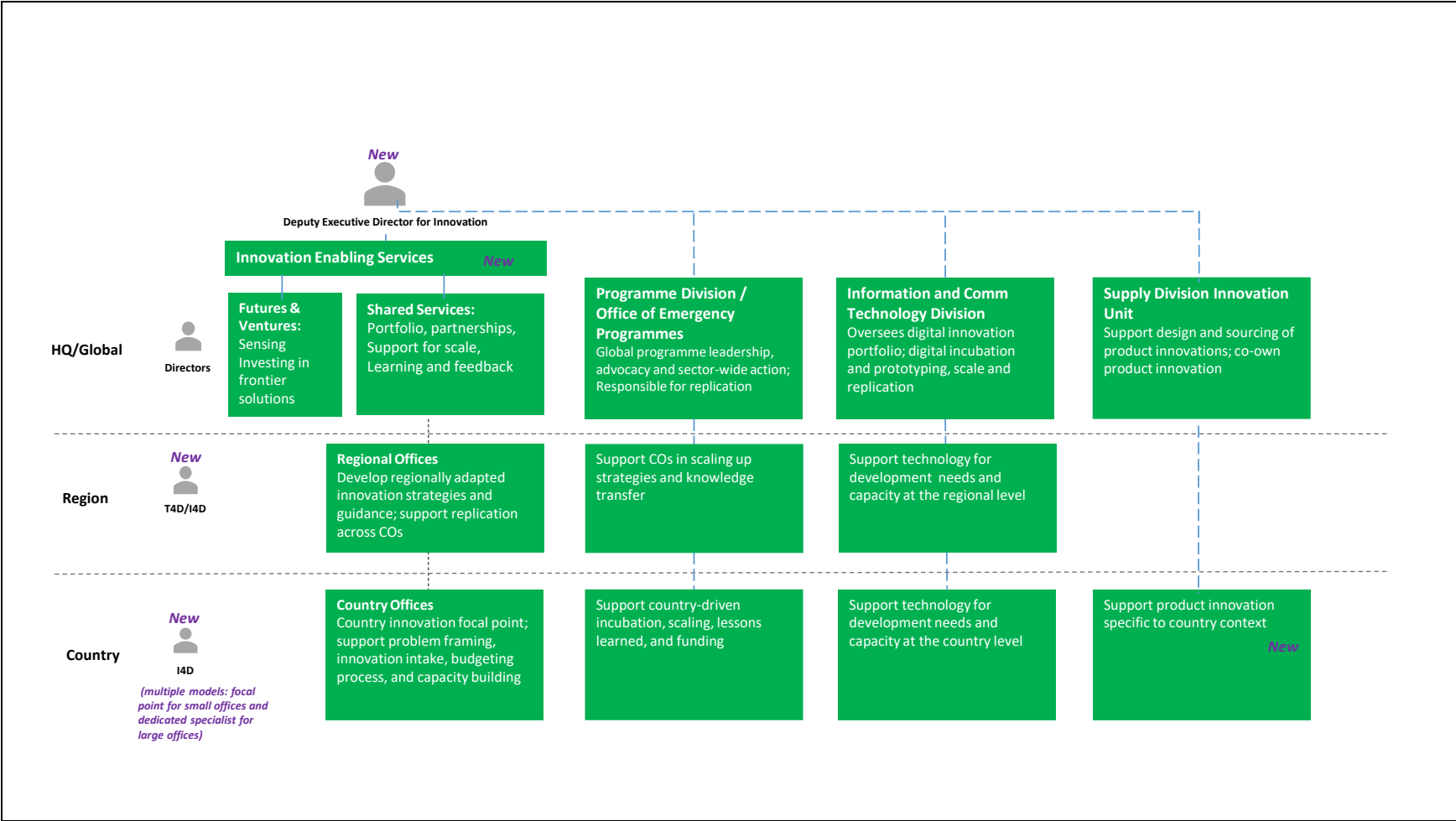
Olena Ursu	Steering Committee Representative	UNDP
Victoria Pagano	Steering Committee Representative	UNDP
Andriy Kolobov	Steering Committee Representative	National Youth Council of Ukraine
Yelyzaveta Blinova	UNICEF Point of Contact	IOM
Alyona Kryvuliak	UNICEF Point of Contact	La Strada
Yana Panfilova	UNICEF Point of Contact	Teenergizer, local NGO
Liza Fedorovska	UNICEF Point of Contact	UN Youth Advisory Panel in Ukraine
Oleksandr Tkachynskyi	UNICEF Point of Contact	NGO “Foundation of Regional Initiatives”
Shane O’Connor	T4D Specialist, Sierra Leone	UNICEF
Jessie	WASH Adviser, Sierra Leone	UNICEF
Maryam	Social protection, Sierra Leone	UNICEF
Musa	U-Report Coordinator, Sierra Leone	UNICEF
Francis	Steering Committee Member	Restless Development
Charlie Hartono Lie	U-Report Manager, Malawi	UNICEF

Table 13. Zika virus diagnostics

Name	Organization	Position
Gian Gandhi	UNICEF SD	Chief Markets, Supplier Financing and Innovation Centre
Kristoffer Gandrup-Marino	UNICEF SD	Chief Innovation Unit
Nagwa Hasanin	UNICEF SD, IU	Senior Advisor, Health Emergencies
Jonathan Howard-Brand	UNICEF SD, IU	Innovation Specialist
Natalie Jones	UNICEF SD, IU	Operations Officer
Jay Kang	SD Biosensor, Inc.	Manager of International Organization
Sharon Klugewicz	Chembio Diagnostics Systems, Inc.	President, Americas Region
Jonathan M. Weiss	UNICEF SD	Chief Procurement Services
Gemma Orta-Martinez	UNICEF SD	Chief Monitoring, Strategic Data and Evidence Unit
Ana Cristina Matos	UNICEF SD	Evaluation Specialist
Lama Ramzi Suleiman	UNICEF SD, HTC	Malaria Prevention & Diagnostics Unit / Contracts Manager

Suvi Rautio	UNICEF SD	Deputy Director Supply Programme
Priya Sharma	USAID	Senior Policy and Innovative Financing Advisor at the Center for Accelerating Innovation and Impact
Cedric Sungho Jo	SD Biosensor, Inc.	Regional Manager, International Sales Department
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Annex 4 – Option for structural modification



Annex 5– Allocation of innovation expenditures by region and sector

