

Innovation Survey Questions

"Evaluation of Innovation in UNICEF Work"

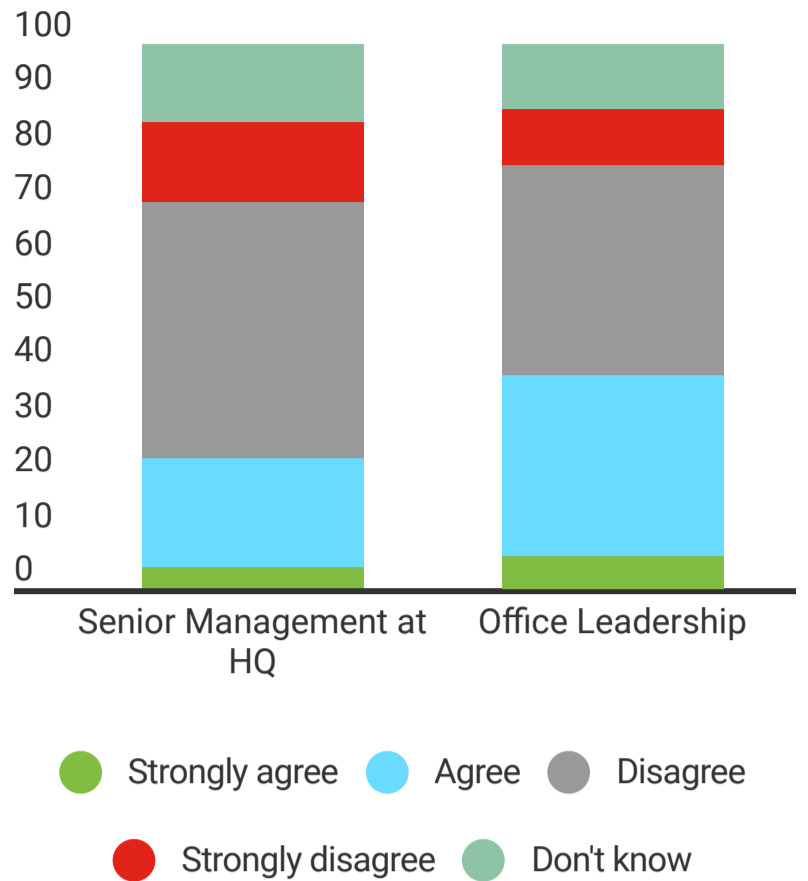
The purpose of this infographic is to facilitate the exchange of knowledge between UNICEF and its partners. The contents of the evaluation report, and consequently this infographic, do not necessarily reflect the policies or views of UNICEF.

1. Management contribution to innovation

Questions were phrased as:

"There is a clear 'message' from senior management at UNICEF HQ as to how I can contribute to innovation"; and
 "There is a clear 'message' from the leadership of my office as to how I can contribute to innovation".

A critical part of achieving strategic clarity comes from senior staff across the organization, who set the 'tone from the top' with regard to innovation. Evidence from the online survey suggests that the majority of UNICEF staff feel that there is no clear message about their role in innovation, either from senior management or from their office management.

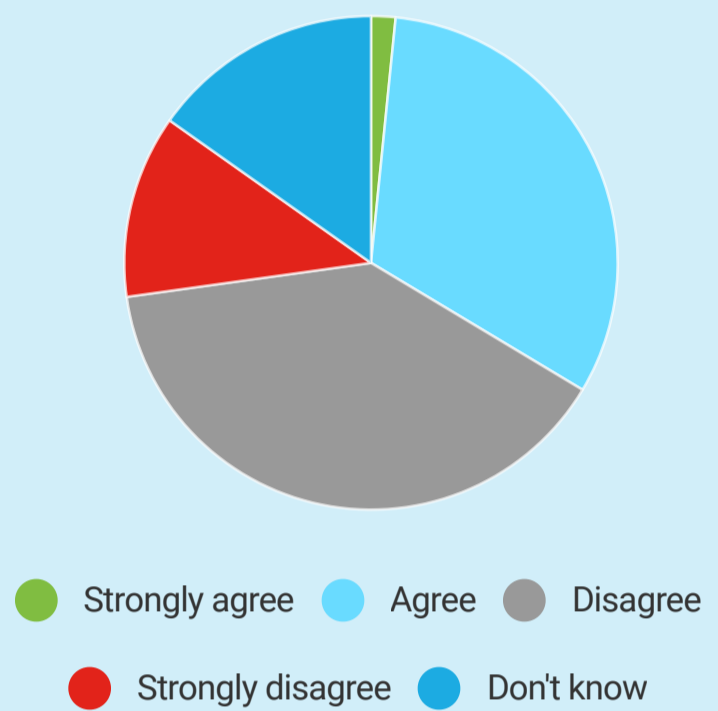


2. Risk taking for innovation*

*Source: Global Staff Survey 2017

Question was phrased as: "Staff in my office are encouraged to take risks in order to be innovative".

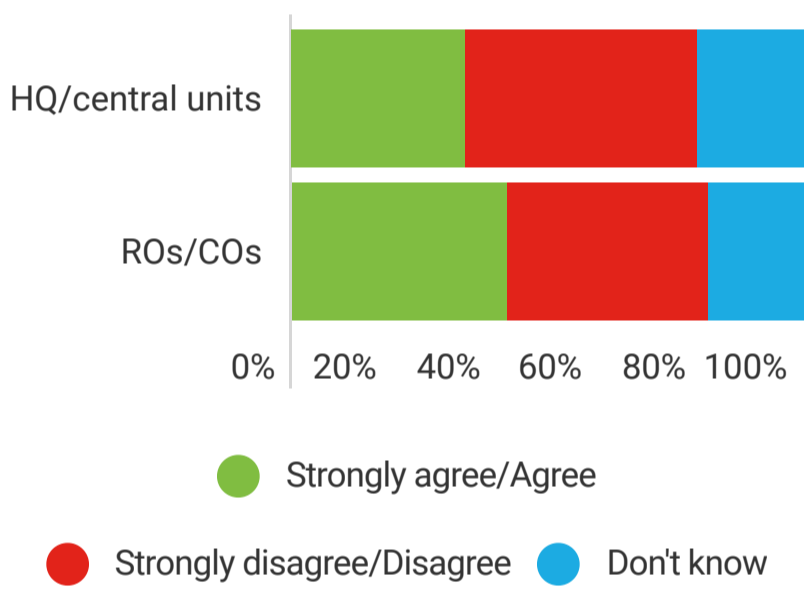
Online surveys, interviews and other available data suggest that staff perceive the organization to have a relatively low appetite for risk when it comes to innovation.



3. Access to skills and expertise

Question was phrased as: "We have access to sufficient specialist skills and expertise to help our office to be innovative".

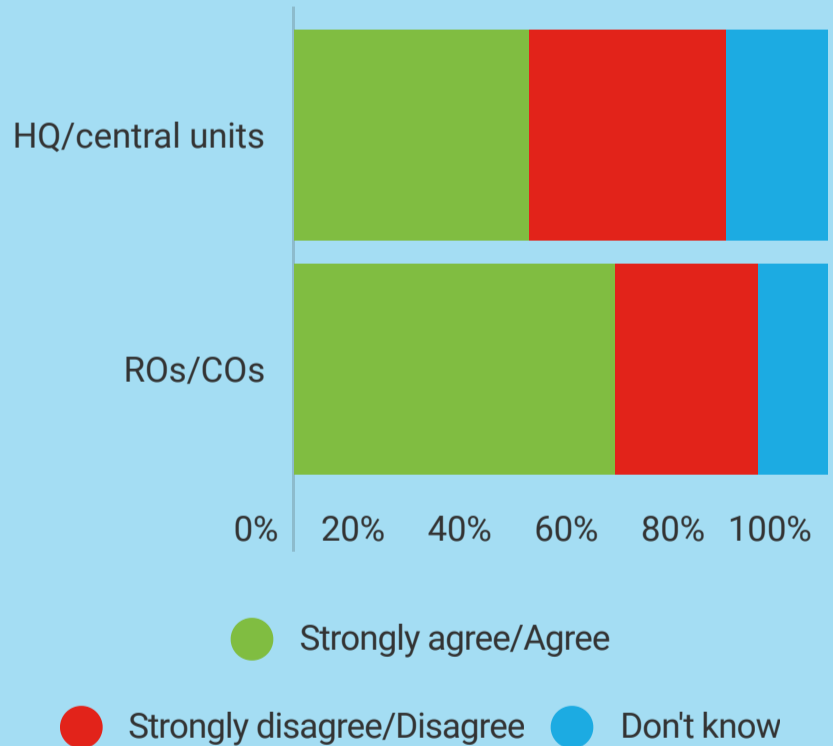
The majority of UNICEF staff did not agree that their offices had access to sufficient specialist skills and expertise in innovation.



4. Sharing good practices

Question was phrased as: "UNICEF supports me to be more innovative by sharing good practice examples from elsewhere in the organization".

Over half of RO/CO staff and less than twenty per cent of HQ/central units agreed that they are supported through sharing information on innovations that have not worked.



5. Main barriers to innovation



- Risk aversion** – "Innovation will fail most of the time, and UNICEF doesn't necessarily (or systematically) have a way of looking at failure as part of innovation. Can they reward failure? Encourage risks?"
- Funding** – "One of the biggest barriers is the funding for innovation here. Most of the money is from external donors and they want results quick, so there is a feeling that UNICEF needs to play it safe."
- Staff capacities** – "In many cases, UNICEF staff are not too willing to do new things and are more comfortable doing things in their tried and tested ways."
- Lack of time and space** – "Innovation is seen as an 'additional' thing to do, rather than part and parcel of what people are supposed to do – an extra." "When? How? Ideas are there but no time or support has been given to that." In addition, innovation requires longer-term time frames when it comes to product innovation, attaining scale or mainstreaming within a country programme.
- Lack of understanding of innovation** – "At UNICEF there is no unified clear understanding of what innovation is. It is not institutionalized yet – and this is a huge problem."
- Bureaucracy** – "Administrative processes in UNICEF can stifle innovation. Everything has to be reported and audited, stringent planning processes, etc. These can put people off from innovating."
- Government buy-in** – "If a ministry is not receptive to UNICEF's activities, then they can't go very far."