JLIFAD
Investing in rural people

IFAD INNOVATION

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#IFADiNNovationTalk no. 3

IFAD INNOVATION [talks]

Lessons from designing and implementing innovation challenges:
How to mitigate risks and what's next?

Q&A REPORT

Question	Answer
Question to all the panellists: in your experience how long does an innovation project, in your field, take from inception to implementation? - Ginetta Gueli	*Answered live during the Q&A session.* See recording https://youtu.be/7lCMMMxx6Gk
How you balance the need for creating experimentation spaces in real context while we protect the communities involved? Thank you - Gaston Kremer	The ADB Digital Sandbox is currently piloting a digital identity system in Papua New Guinea with Digizen to promote financial inclusion. The villages had no formal system for identification, and people were not able to access financial services. New financial products and innovative services – like those used in this pilot introduced in this pilot – should be designed with data protection and cybersecurity integrated from the outset. Organizations need to identify cyber risks and invest in controls. Authorities must establish clear legal and regulatory standards and guidelines to ensure consumers are adequately protected. – Lee Lambert

Question	Answer
	and Marc Lepage, ADB (mailto: mlepage@adb.org)
How do you disseminate lesson leaned (including failures) from pilots coming out of innovation challenges? - Carlotta Chialastri	*Answered live during the Q&A session.* See recording https://youtu.be/7lCMMMxx6Gk
What are the implications of external vs. internal participants in Innovation Challenges? What are the advantages and disadvantages? - Ann-Kathrin Beck	*Answered live during the Q&A session.* See recording https://youtu.be/7lCMMMxx6Gk At ADB we have internal challenges that are being addressed externally, and external challenges that are being addressed internally. We have not conducted many internal challenges, but we do see value in them. We are currently exploring an internal challenge – skills mapping at organizational, bank-wide level – that will invite mixed teams comprised of both internal and external participants. One implication of engaging internal participants is mobilization of employees and to provide them with agency, voice and the opportunity to contribute to solution sourcing. The real benefit of the challenge is not so much the solution that comes out the challenge, but it is the energy that is created around the challenge. The can also contribute to improving institutional collaboration, coherence and integration; strengthening the 'One ADB approach' and the Bank's strategy and policy agendas. – Lee Lambert and Marc Lepage, ADB (mailto: mlepage@adb.org)
The measurement methodology of **Venture Well** is open access? –Gaston Kremer	The Venture Development Framework is available on our website at Venturewell.org in the tools and resources area. Also can be found directly here - https://venturewell.org/venture-development-framework/ -Phil Weilerstein, VentureWell (mailto: pweilerstein@venturewell.org)
Do you assess the environmental impact of the innovations coming to you? How do you support innovators in this regard and measure their progress? - Rinchin Gaekwad	One of the strategic objectives in IFAD's Strategic Framework is "to strengthen the environmental sustainability and climate resilience of poor rural people's economic activities." To achieve this, IFAD implements programmes that have a clear emphasis on impacts, and promote more integrated development pathways that build on its focal areas, such as climate change and land degradation, but also

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	promote actions that result in multiple benefits at scale. In addition to monitoring and evaluation performed by implementing divisions, IFAD's Independent Office of Evaluation undertakes periodic assessments of IFAD's support to innovation. The most recent Corporate Level Evaluation was published in 2020. Click here to access a summary of the report.-Gladys H Morales, IFAD (mailto: innovation@ifad.org)
What is your experience in moving from a number of innovation "activities" to mainstreaming innovation in the organizational culture)? - Maija Peltola	*Answered live during the Q&A session.* See recording https://youtu.be/7lCMMMxx6Gk Open innovation at ADB came from the IT Department but was driven by interest at a corporate level, to support ADB's knowledge management strategy. The open innovation challenges have acted as a catalyst to drive innovation across the organization. – Lee Lambert and Marc Lepage, ADB (mailto: mlepage@adb.org)
Question to each panellist: as we are speaking about innovation, there is a best practice to ignite it inside an organization. It is called "The Spaghetti Organization" model. In case you have heard it, did you apply it in your organization? If yes, what were the results in terms of "Plus" and "Delta"? Thanks!- Ginetta Gueli http://apppm.man.dtu.dk/index.php/The_Oticon_Case:_the_Spaghetti_organisation	IFAD uses a hybrid approach that combines the Lean LaunchPad approach and the UN Strategy, Partnerships, Architecture, Culture and Evaluation (S.P.A.C.E) model and Toolkit. For more information on the UN S.P.A.C.E. model and Toolkit, click here, you will be asked to register.-Gladys H. Morales (mailto:innovation@ifad.org)
How can we make sure that innovations are designed to scale? In your experience what were the most succesful pathways to scale: expansion, replication, movement or something else? - Sanja Terlevic	*Answered live during the Q&A session.* See recording https://youtu.be/7lCMMMxx6Gk The short answer is that we cannot ensure scalability. Scale does not need to mean 'bigger'; multiple smaller innovative activities may contribute to scaling. Adopting a 'portfolio' approach – whereby 1 in 10 solutions may reach the next level to be scaled to production – can help to improve scaling and mainstreaming. However, it is difficult to achieve. – Lee Lambert and Marc Lepage, ADB (mailto: mlepage@adb.org)
How do you address gender equality in the innovations that are supported? - Everisto Mapedza	In some of our open innovation challenges we have required teams/solution providers to have gender balance as a fundamental eligibility criterion for participation. –

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Which aspects of solution design have you seen innovators struggle the most with? - Rinchin Gaekwad	At IFAD, from the evaluation of the IFAD Innovation Challenge, the factor that some of the teams struggle the most with during the early stages of product development was the design of a strategic roadmap to the establishment of key internal and external partnerships to develop their ideas. –Gladys H Morales, IFAD (mailto: innovation@ifad.org)
How do you disseminate successes and failures from innovation challenge's pilots? - Carlotta Chialastri	Continue to communicate and update your communities and networks on the challenges. For example, what happens post-hackathon. How is the pilot being implemented? Have we connected the solution providers to seed funding opportunities? Has the solution successfully contributed to ADB operations? We should also ensure that when disseminating these lessons that we use effective and targeted communication channels and methods for all relevant and engaged stakeholders. – Lee Lambert and Marc Lepage, ADB (mailto: mlepage@adb.org)
Can you talk about the strategies you undertook for your institutions to take risks when organizing these innovation challenges? - Zack Lee	At IFAD we implemented, albeit in the second phase of the IFAD Innovation Challenge, the use of checkpoints and stage gate assessments to evaluate progress and relevance to IFAD's mission. In addition, the Fund is now implementing a participatory approach in the selection of ideas to scale up based on a technical assessment but also the feedback of the end-users and IFAD's management. –Gladys H Morales, IFAD (innovation@ifad.org)
Since the challenges are a great opportunity to bridge realities innovators and communities, communities and access to resources to innovate - How work with communities in the pandemic context? –Gaston Kremer	IFAD has established partnerships with Governments and with the private sector to deliver solutions to IFAD's target beneficiaries. For example, IFAD established a partnership with Precision Agriculture for Development (PAD) to deliver digital agriculture extension services to the rural poor.-Gladys H Morales, IFAD (mailto: innovation@ifad.org)
How do you measure non-financial impact / benefits of the innovations you pilot in order to decide if a project is worth scaling up? - Christian Hackel	We have customised the Evaluation Module of the UN innovation Toolkit and adapted it to IFAD's needs to assess progress and impact. Our assessment takes into consideration factors such as learning, user-centricity, access, adoption by end-

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	user, affordability and sustainability of the products developed.-Gladys H Morales, IFAD (innovation@ifad.org)
Are donors not risk averse, hence reluctant to invest in innovation challenges and accelerators? - Francois Stepman	Donors, supported by the results of extensive research, are increasingly recognising that innovation requires the creation of spaces where it is safe to fail. Research also shows that our chances at achieving the SDGs increase through the establishment of public-private partnerships. Innovation challenges catalyse these opportunities. –Gladys H Morales, IFAD (innovation@ifad.org)
Do you have/have plan to create Community of Practices where the winners of the challenges can connect for further systemic change? - Carlotta Chialastri	We have not created specific Community of Practices for challenges. However, for some challenges we have connected shortlisted/finalist solution providers to existing Community of Practices within ADB. For example, in a recent water utilities challenge, we connected finalist startups to an e-marketplace which they could utilize to access opportunities. – Lee Lambert and Marc Lepage, ADB (mailto: mlepage@adb.org)
What are the challenges of social entrepreneurship especially in the field of women empowerment and converting agriculture waste into valuable product? -Sandeep U	One of the lessons drawn from the IFAD Innovation Challenge is that teams that encourage diversity, equity and inclusivity perform better overall. IFAD continues to work in finding innovative ways to support women and youth and in promoting a human-centred approach to innovation and technology.-Gladys H Morales, IFAD (mailto: innovation@ifad.org)
Do you support the applicant to find the right implementing partners? - Carlotta Chialastri	Our implementation partners are ADB and the government agencies that we work with. All challenges are designed to result in pilot demonstration/implementation within ADB developing member countries. – Lee Lambert and Marc Lepage, ADB (mailto: mlepage@adb.org)
How do you deal with innovation financing challenges? - Ligia Ghazaryan	As stated by IFAD's Vice-President during the event, IFAD has been successful at planning and financing the early stages of innovation> However, planning and financing for scaling up remains a challenge that the organization is addressing by the establishment of evaluation tools and a participatory approach to decide on the allocation of precious resources. –Gladys H. Morales, IFAD (mailto: innovation@ifad.org)