



Final Report

Evaluation of The Hewlett Foundation's  
Strategy to Apply Human-Centered Design to  
Improve Family Planning and Reproductive  
Health Services in Sub-Saharan Africa

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Submitted by Itad

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## Disclaimer

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## List of Acronyms

|       |   |
|-------|---|
| A360  | Adolescents 360                             |
| APHRC | African Population Health Research Center   |
| C4C   | Choices 4 Change                            |
| CIFF  | Children's Investment Fund Foundation       |
| CYP   | Couple Years of Protection                  |
| DFID  | Department for International Development    |
| EAC   | Evaluation Advisory Committee               |
| EQ    | Evaluation Question                         |
| EvT   | Evaluation Team                             |
| FfA   | Force Field Analysis                        |
| FP    | Family Planning                             |
| HCD   | Human Centered Design                       |
| HIV   | Human Immunodeficiency Virus                |
| ICRW  | International Center for Research on Women  |
| ICSF  | International Center for Social Franchising |
| LSO   | London Support Office                       |
| M&E   | Monitoring and Evaluation                   |
| MSI   | Marie Stopes International                  |
| MSK   | Marie Stopes Kenya                          |
| MSZ   | Marie Stopes Zambia                         |
| PSI   | Population Services International           |
| RH    | Reproductive Health                         |
| SRH   | Sexual and Reproductive Health              |
| STI   | Sexually Transmitted Infection              |
| ToC   | Theory of Change                            |
| UK    | United Kingdom                              |
| US    | United States                               |
| USAID | US Agency for International Development     |

## Executive Summary

Since 2013, the Hewlett Foundation (the Foundation) has supported IDEO.org and Marie Stopes International (MSI) to apply Human Centered Design (HCD) to improve family planning (FP) and reproductive health (RH) services for adolescent girls in Sub-Saharan Africa.

HCD, as practiced in this program by IDEO.org, is a structured process to identify solutions that are desirable to an identified target segment, and viable and feasible for the client. This is done through iteratively building and testing solutions through the use of prototypes that are adapted based on users' feedback (rather than primarily on experts' understanding of the needs of the target group). HCD includes three distinct and separate components: inspiration, ideation and implementation<sup>1</sup>.

The Foundation commissioned an independent evaluation of the programs in Zambia and Kenya which was conducted by Itad, a UK-based company specializing in monitoring and evaluation (M&E). The objectives of this evaluation are to better understand:

- ① the feasibility, potential and limitations of HCD as an approach;
- ② the value added by the different components of the HCD approach;
- ③ the capacity needed to introduce and implement HCD; and
- ④ the contextual factors that enable and inhibit the successful use of HCD.

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<sup>1</sup> Described in detail in section 3 and Annex 2.

The evaluation is theory-based, formative and utility-focused. Above all, we have been focused on providing useful and usable insights for our stakeholders.

The evaluation is grounded in testing the Theory of Change (ToC) for HCD and answering the associated top-level, framing evaluation questions (EQs):

- 1 Does HCD work and why?
- 2 What external and internal factors affect its uptake and success?

Findings, conclusions and recommendations are presented; these have been drawn from analysis of:

- over 300 documents, emails and slide decks provided by IDEO.org, MSI and the Foundation (as well as broader literature on HCD);
- over 80 key informant interviews with country and global stakeholders from the Foundation, MSI, IDEO.org and those involved with or exposed to HCD in other contexts;
- two country visits in each country, which included site visits, interviews, and focus group discussions with beneficiaries.

The Foundation, MSI and IDEO.org continue to work closely together in partnership. We were cognizant of this ongoing collaboration and, to the extent possible, considered new evidence emerging even as the evaluation moved from data collection to analysis. The partnership has evolved rapidly in 2017 and, as a result, some of the findings that we identified have already been addressed. In addition, respondents reported that evaluation findings and conclusions have been used to frame funded MSI proposals to use an HCD approach in other MSI programs. We view this as positive and consistent with our formative, utility-focused approach involving close engagement with key stakeholders including the co-creation of recommendations with MSI and IDEO.org.



## Has HCD achieved what was expected?

**HCD-designed solutions have increased uptake of FP/RH services by adolescents, and results are better compared with MSI's previous adolescent programming. Having said that, it is too early to conclude whether the solutions can be scaled and sustained.**

- Pre- and post- HCD data suggests the HCD designed solutions are **more effective** in reaching adolescents with FP/RH services than previous interventions by Marie Stopes Zambia (MSZ) and Marie Stopes Kenya (MSK).
- HCD-designed solutions appear to be more effective than other solutions at **reaching urban adolescents** but, given the limited sample and lack of appropriate comparisons, this is a tentative conclusion.
- Solutions took considerably longer to reach implementation stage and were more expensive than anticipated.
- Finally, while the solutions are clearly desirable amongst target populations, it is also too early to say whether the solutions can be scaled and sustained.



## Why? What helps explain observed results?



### Partnership-related Factors

**Commitment to stay the course. A strong and committed partnership has enabled Hewlett, IDEO.org and MSI to tackle a range of challenges during the HCD process in both Zambia and Kenya.** The parties continue to work together, using HCD to drive solutions-identification, with a range of new grants being issued in 2017. However, MSI has not always perceived HCD as a success. Partnership-related factors that can help explain mixed views on success include: varied expectations of key stakeholders, contracting arrangements, changes in leadership and lack of clarity on resource/staffing requirements.

- *While the Foundation, IDEO.org and MSI all entered into the partnership with the ultimate goal of increasing uptake of FP/RH services by adolescents, they had different expectations of what the partnership would deliver to achieve this goal, the timeframe for achieving it, their specific roles and responsibilities, and levels of effort needed. It has taken some time for everyone to get on the same page.*
- *The contracting arrangements, with the Foundation issuing separate grants to MSI and IDEO.org, was necessary and enabled flexibility, but led to lack of clarity on roles, responsibilities and accountabilities between MSI and IDEO.org.*
- *Changes in MSI leadership and key staff, particularly in the initial stages, led to expectations changing over time.*



### Solutions-related Factors

Well-designed and implemented solutions. There is emerging evidence of success in increasing FP/RH service uptake by adolescents. Early technical concerns with the HCD-designed solutions (around how innovative the solutions were and reaching target audiences) affected perceptions of the success of HCD. Many of these perceptions can be linked back to divergent expectations, in particular those concerning scalability and sustainability.

- *Both solutions are designed for an urban context, even though in both countries there was initially a focus on rural girls.*
- *The solutions in Zambia and Kenya cannot be applied to all of MSI's channels.*
- *The HCD solutions in both Kenya and Zambia employ a similar structure for mobilizing, engaging and service provision. The process of developing solutions is innovative, as is the brand coherence achieved across the different solution components. However, neither solution is seen as particularly innovative by a range of key stakeholders, largely because the components themselves are not novel. It is important for stakeholders to be clear up-front on whether the goal of the design process is innovative solutions, effective solutions or both.*
- *Two of the biggest areas of misalignment between MSI and IDEO.org concerned target audience, and scale and sustainability, which became apparent only later in the process.*



### HCD-related Factors

- *Value of ideation and key mindsets<sup>2</sup>. All HCD components are necessary for getting a solution 'out there in the world', but ideation appears to have the most value in that it starkly differentiates HCD from more traditional developmental approaches to design. Sufficient time and resources for preparation appear to be very important in terms of providing the foundation for success. Empathy, iterating and learning are the design mindsets most valued by MSI.*
- ***Preparation**, whilst not explicitly included as a component of HCD, is perhaps the most important phase in setting up the HCD process for success, but in Zambia and Kenya was given insufficient attention.*
- ***Inspiration** is necessary to generate insights for designers into users' worlds – and in particular their desires – but not sufficient to reach a deep understanding of contextual constraints and opportunities, or to generate sufficient information for MSI decision-making. Inspiration should be seen as a*

<sup>2</sup> Were listed by IDEO.org as empathy, learning from failure, iteration, creative confidence, optimism, making and embracing ambiguity.

*continuation of preparation, and the start of learning that continues throughout the HCD process (i.e. during ideation and implementation).*

- **Ideation** is necessary for generating and testing ideas for solutions that can address the design challenge. It is where HCD adds most value to more traditional developmental design processes, but it is also the phase least understood by stakeholders, with consequent and foreseeable challenges in the partnership. This is partly an issue inherent to HCD – in that this is where HCD most distinguishes itself from other design approaches, through the mindsets of making, creative confidence, failing fast, iterating – but is also to do with how HCD is implemented.
- **Implementation** is necessary to refine solutions and test their viability and feasibility as part of an ongoing process of iterating and learning. However, the terminology used creates expectations of solution readiness that are not necessarily realistic, and the progressive handover of responsibility to the ‘client’ that happens during this phase can create tensions. This terminology is inherent to HCD but the extent to which it presents a challenge is linked to how HCD is implemented.
- All partners have learned important lessons about how HCD can be applied differently in the future, in particular in relation to the preparation phase and establishing clear up-front expectations and metrics of success. HCD, in some form, is now considered a valuable addition to MSI’s suite of tools.



## What does this mean going forward?

### Institutionalization in MSI

**Efforts to build HCD capacity in MSI have been slow to start, and learning is consequently limited. It is possible, however, to identify areas where HCD adds value, and where MSI is lacking capability and systems to ‘do HCD’; this could help MSI institutionalize the process.**

- It is possible to identify a broad range of skills, staff and systems needed to introduce and sustain HCD.
- There are tensions between the prevailing culture within MSI and the mindsets needed to ‘do HCD’. But there is evidence that new ways of thinking and doing are being embraced, including in how IDEO.org applies HCD in the development sector.
- Capacity building has been ad hoc. There is a need for an explicit, measurable strategy to ensure MSI has the right capacities and competencies, in the right locations, available at the right time.

### Applying HCD in Other Contexts

**The extent to which HCD as implemented by IDEO.org holds promise in other sectors and for other donors is linked to its ability to deliver results, and, in spite of relatively little data on impact, HCD is being funded in various forms by other donors and in other sectors. The conditions that made the FP/RH sector ‘ripe’ for HCD are likely to be present in other sectors. However, the important steps the Foundation, MSI and IDEO.org took to overcome challenges should not be overlooked or minimized.**

- HCD differs from traditional approaches in two fundamental ways: 1) a strong focus on the desires, rather than the needs, of users; and 2) the extent to which it operationalizes and systematically enables rapid testing of ideas with users.
- There appears to be growing interest in HCD and evidence of design thinking being funded in FP/RH and other sectors by a range of donors.
- MSI, the Foundation and IDEO.org have all taken steps to raise awareness of the work they have done to apply HCD. However, there does not appear to have been an overarching strategy to guide these efforts.
- The range of challenges we have identified related to HCD’s application in the social sector are not unique to this partnership, but are more widely recognized in the literature.

Potential for application in other sectors and by other donors is context-specific, and this partnership has generated important learning on these contextual factors and the conditions under which HCD has the potential to be applied more broadly. The importance of effective working relationships to maximize potential and mitigate risks cannot be overstated.

We have 11 specific recommendations that are derived directly from the main findings and conclusions of the evaluation. The recommendations are intended to be used by the Hewlett Foundation and other

fundes considering or investing in HCD approaches, as well as by HCD companies and organizations implementing HCD approaches in the social sector.

By way of overview, these 11 specific recommendations can be grouped into three main related categories: continue and embed; monitor, learn and course correct; and act now. Our top five recommendations are starred.



## Recommendations

We have 11 specific recommendations that are derived directly from the main findings and conclusions of the evaluation. By way of overview, these 11 specific recommendations can be grouped into three main related categories: continue and embed; monitor, learn and course correct; and act now. Our top five recommendations are starred.

### Continue and Embed

- 1 **Develop clear guidance for using HCD in partnership settings** for use at the start of a new HCD partnership to help explain potential risks and mitigating strategies.
- 2 **Strengthen the credibility of research in HCD** through: 1) Commissioning more robust qualitative research to inform the inspiration process; or 2) IDEO.org up-skilling in the collection, analysis and synthesis of large amounts of qualitative data, and allocating more time to research, particularly in rural contexts.

### Monitor, Learn and Adapt

- 3 **Promote shared understanding that the implementation phase involves iteration and learning**, and that undue pressure during piloting could choke innovation and kill ideas with potential.
- 4 **Communicate at an early stage (during live prototyping) what can be expected of the pilot phase**, and consider any potential implementation constraints.
- 5 **Undertake a well-designed impact** evaluation of the application of HCD that incorporates a wider sample with clearer comparisons
- 6 **Establish goals for capacity building early in the project.** Identify who the HCD 'learners' are at MSI, and work with in-country management to evaluate the existing capabilities of these learners.
- 7 **Develop a strategy to communicate to the wider sector the results of the experiment** of applying HCD in the FP/RH sector.

### Act Now

- 8 **Pay greater attention in the preparation phase** to: 1) establishing clear understanding of innovation appetite and associated risks; 2) developing a shared understanding of goals and what constitutes success, including in relation to considering the questions of sustainability (viability) and scale (feasibility); and 3) clarifying working arrangements.
- 9 **Ensure synthesis of insights and the process of prototyping are more inclusive and discursive, explicit and well documented.** IDEO.org should complete synthesis in country, together with MSI staff, or find ways to ensure MSI staff are front and center during ideation.
- 10 **At the start of the project, both partners should co-create an M&E strategy that defines outcomes that will be measured** during live prototyping, and those that will measure the success of the solution.
- 11 **Continue to build on recent successes in applying a more robust behavior change lens to programming in MSI**, and extend this to a deeper understanding of structural constraints and norms.

## Background and Introduction

### 1. Background and Introduction

Since 2013, the Hewlett Foundation (the Foundation) has supported IDEO.org and Marie Stopes International (MSI) to apply Human Centered Design (HCD) to improve family planning (FP) and reproductive health (RH) services for adolescent girls in Sub-Saharan Africa. The partnership commenced with Marie Stopes Zambia (MSZ) initially, resulting in the Diva Program. In 2015, the Foundation funded similar work with Marie Stopes Kenya (MSK), resulting in the development of Future Fab.<sup>3</sup> The Foundation has commissioned Itad to conduct an independent evaluation of this partnership in Zambia and Kenya.

#### 1.1. The Evaluation's Objectives and Approach

The objectives of this evaluation are to better understand:

- *The feasibility, potential and limitations of HCD as an approach;*
- *The value added by the different components of the HCD approach;*
- *The capacity needed to introduce and implement HCD; and*
- *The contextual factors that enable and inhibit the successful use of HCD.*

We approached the evaluation through four phases, as highlighted in Figure 1. This report covers Phases 1 to 3, and is a key input into Phase 4, Engagement and Use. We discuss our methodology for each stage in Section 2, below.

**Figure 1: Phases of the evaluation**



At its core, this evaluation is theory-based, formative and utility-focused,<sup>4</sup> to respond to the needs of the primary audiences – the Foundation, MSI and IDEO.org – and inform future investments in HCD strategy, program design and implementation. The secondary purpose of the evaluation is to generate findings and recommendations that inform other stakeholders of the applicability of HCD for FP/RH and other social sectors. This secondary purpose was supported by the creation of an Evaluation Advisory Committee (EAC), comprising the primary audience and representatives of other donors also supporting HCD initiatives.<sup>5</sup>

<sup>3</sup> The Diva Centers and Future Fab are also referenced to as ‘the solutions’ throughout the report.

<sup>4</sup> Utilization-Focused Evaluation (UFE), developed by Michael Quinn Patton, is an approach based on the principle that an evaluation should be judged on its usefulness to its intended end users.

<sup>5</sup> Namely, the Bill and Melinda Gates Foundation (the Gates Foundation) and the Children’s Investment Fund Foundation (CIFF).

## 1.2. Report Structure

This report is presented in six sections:

**Section 1**, the background and introduction, presents the purpose and objectives of the evaluation.

**Section 2** details the evaluation approach and methodology.

**Section 3** provides a brief overview of HCD and a description of the solutions that have been designed using HCD in Zambia and Kenya.

**Section 4**, findings, is organized around three key questions, outlined in Table 1:

**Table 1: Structure of Section 4 – findings**

| No | Section   | Questions   |
|----|---|---|
| 1  | 4.1  | <p><b>Has HCD achieved what was expected?</b></p> <p>In this section, we look at the extent to which HCD-designed solutions have increased uptake of FP/RH services by adolescent girls.</p>  |
| 2  | 4.2  | <p><b>Why? What helps explain our observed results?</b></p> <p>In this section, we explore three sets of factors:</p> <p> 1. Partnership       2. The Solutions       3. HCD</p> |
| 3  | 4.3  | <p><b>What does this mean going forward?</b></p> <p>In this section, we reflect on the capacities and competencies needed to introduce and sustain an HCD process and consider the potential for replication of HCD in other sectors and by other donors.</p>   |

**Section 5**, the conclusions, considers the implications for the Foundation's strategy, and the ongoing work of IDEO.org and MSI in HCD.

**Section 6** presents recommendations co-created with the Foundation, MSI and IDEO.org and further developed by the Evaluation Team. This section concludes with a discussion of potential next steps for the Foundation, MSI and IDEO.org. We have broken these into three categories: continue and embed; monitor and course correct; and act now.

Supplementary materials are contained in the annexes to this report.

## Evaluation Design and Methodology

### 2. Evaluation Design and Methodology

This section presents the evaluation questions (EQs), the overarching framework for the evaluation, the data collection tools and the analysis methods that we applied to answer the EQs and some of the limitations of our methodology.<sup>6</sup>

#### Evaluation Questions

Table 2 presents the full list of EQs. These were refined based on consultation with the Foundation, MSI and IDEO.org. We have organized and presented the findings to these EQs around the three key questions outlined in Table 1 as indicated by the following icons:



Has HCD achieved what was expected?



Why? What helps explain our observed results?



What does this mean going forward?

**Table 2: Evaluation questions**

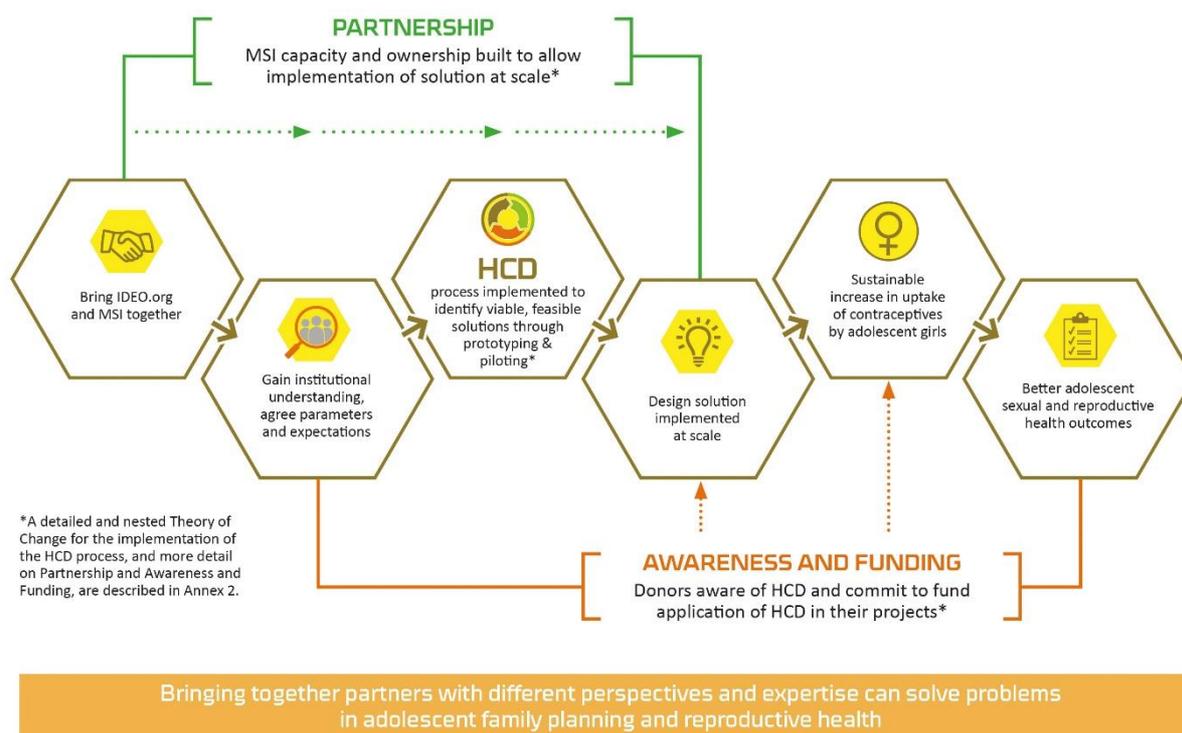
|   |  |
|---|--|
|    | EQ.1 How do solutions designed using HCD work? How has the HCD process contributed to their effectiveness and sustainability?  |
|   | EQ.2 What is the relative contribution and value of each of the components and design mindsets of HCD to the process of designing an effective and sustainable solution?   |
|  | EQ.3 What have been the key successes and challenges of applying HCD to increasing access and uptake, including for scalability and sustainability?  |
|  | EQ.4 What is the value of HCD-designed solutions compared with other youth RH models? What is the value of the IDEO.org HCD solutions in Kenya and Zambia compared with other HCD-inspired solutions (e.g. A 360 in Tanzania)? |
|  | EQ.5 What does it take to effectively introduce and maintain the key capacities needed for developing and sustaining HCD processes?  |
|  | EQ.6 To what extent and why does HCD hold promise for application by other donors and in other social sector fields or contexts?   |
|  | EQ.7 What factors have enabled and inhibited success?  |

<sup>6</sup> Annex 1 contains more detailed information on the approach, methodology and limitations.

## 2.1. Evaluation Framework

The evaluation framework for this study has been founded upon an articulation of the theory behind using HCD to improve FP/RH services for adolescent girls in Sub-Saharan Africa. To articulate this theory, we invested time in understanding and spelling out the different phases of and craft behind the HCD process in order to develop a Theory of Change (ToC) for the HCD process. This was developed and agreed upon in a collaborative manner with the Foundation, IDEO.org and MSI, drawing on explicit and implicit theories that these stakeholders had articulated in setting up their partnership on HCD. A simplified ToC is presented in Figure 2, and a detailed description of this is in Annex 2.

**Figure 2: Simplified overarching Theory of Change**



In summary, the ToC describes how the joint work between MSI and IDEO.org, as partners with different areas of expertise, should increase uptake of FP/RH services by adolescent girls, and lead to better adolescent sexual and reproductive health (SRH). The ToC rests on the Foundation's overarching hypothesis that bringing together partners with different perspectives and expertise can solve persistent problems in adolescent SRH. The evaluation is grounded in testing this ToC.

## 2.2. Data Collection Tools and Analysis Methods

To answer the EQs, we applied three data collection methods in Phase 2 (Figure 1 above). Recognizing that the implementation of HCD-designed solutions is ongoing, the evaluation only draws on data up to April 2017:

- **Document review:** Extensive review of over 300 documents, emails and slide decks;
- **Key informant interviews:** Over 80 key informant interviews with country and global stakeholders from the Foundation, MSI, IDEO.org and those involved with or exposed to HCD in other contexts;
- **Country visits:** Two country visits in each country, including site visits, interviews, focus group discussions with beneficiaries, journey mapping<sup>7</sup> and Force Field workshops.

Several analytical methods were employed to answer the EQs:

<sup>7</sup> The outputs of the journey mapping workshop and subsequent consultation with IDEO.org and the Foundation were summarised in a graphic for each country. See Annex 3.

- **Contribution Analysis:** *The ToC analysis provided the basis for contribution analysis,<sup>8</sup> enabling us to address questions on the relative value of individual components of the HCD-designed solutions.*
- **Force Field Analysis (FfA):** *In-country workshops with key stakeholders utilized interactive, visual techniques to work through the HCD process and reach conclusions based on consensus. Visuals and the data generated through the workshops were discussed and refined via three virtual workshops, one with the Foundation and two with IDEO.org.*
- **Organizational Development and External Environment Analysis:** *The 7S model of organizational effectiveness guided our approach to questions of capacity development needed for the different stages of HCD through aligning findings with the following seven areas: strategy, structure, systems, shared values, skills, style and staff.*

**Following preliminary analysis and synthesis in Phase 3 (Figure 1), we presented findings to the Foundation, MSI and IDEO.org during a two-day co-creation workshop in London held in April 2017.**

The focus of the workshop was to sensitize stakeholders to the findings of the evaluation to date, provide a forum for discussion and clarification and facilitate the co-creation of actionable recommendations by the Foundation, MSI, IDEO.org and the evaluation team, in line with the collaborative and utilization-focused nature of this evaluation. The discussions in the co-creation workshop, as well as the recommendations generated, have informed this report.

### 2.3. Limitations

**We worked with the Foundation, MSI and IDEO.org to actively mitigate limitations.** However, some limitations remained. The remaining key limitations and our mitigating strategies were:

- *There was limited documentation of the HCD process in both countries. We supplemented this with email correspondence, tailored interview guides and journey mapping exercises at country level.*
- *A challenge encountered by the team was around the identification of suitable comparison projects in Zambia and Kenya. We had planned to compare the change seen in Kenya within Future Fab to that seen in service delivery sites that IPAS supports. Ultimately, this proved inconclusive as a result of the unavailability of comparative IPAS data.*
- *We spoke with a limited number of girls in Kenya and Zambia. In Kenya, we spoke to a group of girls that had received services (n=10) through Future Fab and a group of girls (n=4) that had not received services; in Zambia, we spoke to a group of girls that had received services (n=3) through the Diva program and a group of girls that had been involved in the HCD process (n=5). However, the focus groups were of limited value because the numbers were small, not many of the participants provided information that was useful for the evaluation, and in Kenya awareness of Future Fab was generally low. We raised this as a potential concern in the inception report, and in subsequent discussions with the Foundation agreed that we would not attempt to speak with more girls given the limited value this was seen as adding to the evaluation findings.*

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<sup>8</sup> The ToC analysis required a number of the steps that form part of Contribution Analysis: 1. Set out the attribution problem to be addressed; 2. Develop a ToC and risks to it; 3. Gather the existing evidence on the ToC; 4. Assemble and assess the contribution story, and challenges to it; 5. Seek out additional evidence; 6. Revise and strengthen the contribution story.

## The HCD solutions

### 3. The HCD solutions

MSI and IDEO.org together designed two solutions through the application of HCD: the Diva Centers in Zambia and Future Fab in Kenya (described below). In both countries, HCD provided a dynamic, iterative process for understanding the lives of adolescent girls, testing ideas for their desirability to this group, and packaging and refining these into coherent solutions that are technologically feasible, and viable from a “business” or implementation perspective (see Box 1). In each country, the HCD process unfolded differently (see the journey maps in Annex 3 for more detail) but was structured around three interlocking phases: inspiration, ideation and implementation<sup>9</sup>. As MSI and IDEO.org moved through these phases, the extent of ambiguity on the design of the solution and the scope of idea generation reduced and the solutions were progressively refined (Figure 3). So, for example, during inspiration in Zambia ideas ranged from pop-up family planning service points in nightclubs, to nail salons, to a Diva Bus and by implementation the emphasis was on increasing the cost-effectiveness of the Diva Centers as an operational model.

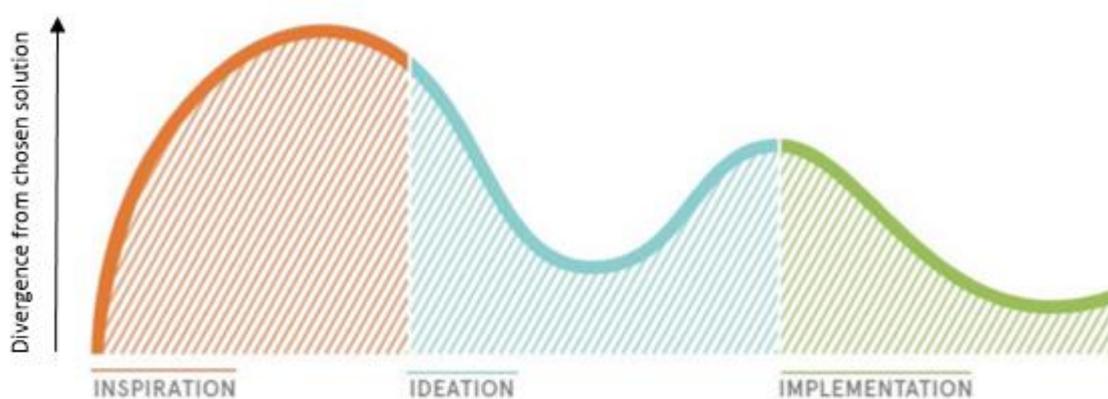
#### Box 1: Applied HCD – examples from Kenya and Zambia

In the **inspiration phase**, MSI and IDEO.org applied participatory research methods to understand girls’ lives, such as a hotline for teens, a day in the life, teen scavenger hunt, clinic visits, and clinician for the day.

In the **ideation phase**, the team conducted a series of rapid tests (prototypes) to transform insights from inspiration into a fully-fledged concept; during this phase ideas were refined or dropped depending on the results of rapid testing. For example, in Kenya the insight that many girls use the ‘e-pill’ as a consistent contraceptive choice, and that the copper IUD can also be used for emergency contraception led to testing efforts to reframe the IUD as an ‘e-pill’ and to use this as an opportunity to discuss options for long-term contraception focusing on messaging around short-term, not just long-term, benefits. MSK did not take the idea forward because its potential was likely to be realized outside the CIFF project timeframes (i.e. results would be seen too slowly). See Section 3.2.3 for more detail on prototyping.

The **implementation phase** in both countries saw coherent solutions exposed to operational realities, and ongoing iteration around these realities, for example in Kenya the outreach model that included Community Dialogue and Events > 1x Parent meetup and 4x Teen meetups > service provision was adapted to change the order, number and frequency of these activities; this was based on experience with implementation of the original design. In Zambia, the scope and function of teen connectors was also changed during the implementation phase to increase their effectiveness.

<sup>9</sup> **Inspiration’s objective** is to gain a deep understanding of the real needs and desires of those who are being designed for, the context in which they live and the relationships that matter to them. **Ideation’s objective** is to apply an intentional and thoughtful approach generating and rapidly testing a host of possible ideas around the specific design challenge. **Implementation’s objective** is to launch a complete and coherent solution in the real world, bringing in as many operational realities as possible and continuing to iterate around realities until the solution can be scaled for impact. For more detail on the HCD process, see Annex 2.

**Figure 3: HCD includes ongoing iteration and refinement towards a desirable, feasible, viable solution**

Through the testing, iteration and refinement at the heart of the HCD process two solutions emerged: the Diva Program in Zambia and Future Fab in Kenya.

### The Diva Program in Zambia

Diva Centers are at the heart of the Diva Program. They are de-medicalized safe spaces for adolescent service provision located away from community health facilities. Each Diva Center has two ‘teen connectors’: young people who canvass to provide their peers with education about contraception and refer them to the Diva Centers. Teen connectors use adolescent-friendly language and the ‘Divine Divas’<sup>10</sup> to explain the different contraceptive methods. Events and community meetings build excitement and community acceptance. At the Diva Center, adolescents learn more about sexual and reproductive health and rights, and receive counseling on contraception options from the Diva Center nurse, who is trained in youth-friendly service provision. The Diva Centers offer a full range of contraceptives, including short- and long-acting methods, all of which are free for adolescent girls.

### Future Fab in Kenya

Future Fab is an adolescent lifestyle brand that offers a new way to talk to Kenyan teens, their communities and their health care providers about the value of contraception. ‘Diva Connectors’ establish relationships with their target audience and encourage them to attend big events with music, talent competitions and fashion. This starts a conversation that is focused on aspiration not on contraception: ‘I own my future.’ Small events and community conversations provide further information and build support, and it is only at the point of service provision that the conversation focuses completely on contraception, using adolescent-friendly language and the Divine Divas to explain the different contraceptive methods.

<sup>10</sup> The Divine Divas are five adolescent girl archetypes based around five different contraceptive methods.

# Findings

## 4. Findings

We have aligned the findings to three main question areas:

- ① Has HCD achieved what was expected?
- ② Why: What helps explain the observed results?
- ③ What does it mean going forward?

For ease of reference, main findings are highlighted in green boxes throughout this section.



### 4.1. Has HCD achieved what was expected?

This section presents findings on the effectiveness of the solutions in terms of uptake of services by adolescents in Kenya and Zambia as a result of introducing the HCD-designed solutions.<sup>11</sup> The evaluation was not set up to assess cost-effectiveness, but rather looked at effectiveness in terms of increasing uptake of services.

#### Box 2: Main findings – Has HCD achieved what was expected?

**HCD-designed solutions have increased uptake of FP/RH services by adolescents, and results are better compared with previous performance by MSI in this area. However, success is somewhat qualified as it is too early to say whether the solutions can be scaled and sustained.**

- *In both Kenya and Zambia, the HCD solutions appear to have been effective in contributing to an increase in uptake of FP/RH services by adolescents.*
- *Pre- and post- HCD data suggests that the HCD-designed solutions were more effective in reaching adolescents with FP/RH services than previous interventions attempted by MSZ and MSK.*
- *HCD-designed solutions appear to be more effective than other solutions at reaching urban adolescents but, given the limited sample and lack of appropriate comparisons, this can be considered only a tentative conclusion. Solutions took considerably longer to reach implementation stage, and were more expensive, than anticipated. Finally, while the solutions are clearly desirable amongst target populations, it is also too early to say whether the solutions can be scaled and sustained.*

<sup>11</sup> We have not assessed the impact of these solutions, as this is being considered by the International Center for Research on Women (ICRW) working with the Africa Population Health Research Center (APHRC) in Kenya.

**In both Kenya and Zambia, the HCD solutions appear to have been effective in contributing to an increase in uptake of FP/RH services by unmarried adolescents in urban areas.** This is in comparison with services provided before the introduction of the Diva Program and Future Fab.<sup>12</sup> In Zambia, prior to launching the Diva Program, adolescents from 15 to 19 accounted for fewer than 7% of all services provided by MSZ.<sup>13</sup> After the launch of the Diva Program, from October 2014 to October 2016, adolescents accounted for an average of 12% of all services provided by MSZ or almost 500 services per month. Interestingly, while the Diva Centers contributed to this, services for adolescents increased across all channels and by more than those accounted for by the Diva Centers. Additionally, MSZ is seeing more young people in outreach who have never been married and who do not yet have any children. This is significant since this is a group that has been very difficult to reach. MSZ attributes this to learnings across the country program on how to work better with adolescents that have taken place during the course of the partnership with IDEO.org.

In Kenya, services provided to youth by MSK have increased dramatically since July 2016. From July 2016 until the end of March 2017, the average number of services provided to adolescents per Diva Center per month increased six-fold from 9 to 54.<sup>14</sup> Looking just at contraception services, the total number of long- and short-term methods provided per month during the same time period increased from approximately 225 to over 1,000, more than a quadrupling of services. Additionally, on average, each adolescent client is receiving more than one service, and more than 70% of the contraception services are long-acting reversible contraceptives (LARCs).

**Pre- and post-HCD data suggests that the HCD-designed solutions were more effective in reaching adolescents with FP/RH services than previous interventions attempted by MSZ and MSK.** We compared uptake of services by adolescents pre- and post launch of the Diva Program and Future Fab. A review of data provided by MSK and MSZ highlighted that the number of adolescents accessing services through MSZ and MSK channels increased after the launch of the HCD, suggesting these solutions were more effective at addressing the contraceptive needs of adolescents than previous interventions. However, as we have not conducted an impact evaluation, we are not able to determine the extent to which the increase in service delivery to adolescents in channels other than where Future Fab and the Diva Program is applied is due to these solutions. For example, a question in Kenya is the extent to which the increase is the result of the significant funding from the Children's Investment Fund Foundation (CIFF) for Future Fab. This is beyond the scope of this evaluation. The African Population Health Research Center (APHRC) impact evaluation in Kenya may shed light on this, although our understanding is that it has not been explicitly designed to do so.

**HCD-designed solutions appear to be more effective than other solutions at reaching urban adolescents but, given the limited sample and lack of appropriate comparisons, this can be considered only a tentative conclusion.** This evaluation only looked in-depth at the application of HCD in two countries, both with very different contexts and at very different stages in the evolution of the MSI-IDEO.org partnership on HCD. We were also unable to identify strong comparisons to better understand the effectiveness of HCD solutions (see Section 2.4). Other qualifiers on effectiveness include the recognition that solutions took considerably longer to reach implementation stage, and had a higher cost per couple years of protection (CYP) than other MSI channels. It is also too early to say whether the solutions can be scaled and sustained (see Section 4.2.2 for more on this).

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<sup>12</sup> It is important to note limitations in comparing data from pre and post the introduction of the Diva Program and Future Fab. Limitations include changes in how MSZ and MSK were collecting client data. For example, prior to introducing CLIC (a new client data management system) in 2013, MSZ was not collecting client data on services for adolescents. Estimates of services provided to adolescents were based on client exit interviews; in the transition to CLIC, large amounts of client data had to be manually entered into the new system. As a result, there may be minor inaccuracies in service delivery numbers. However, it is still clear that there has been an increase in services to adolescents since Future Fab and Divine Divas were launched. We have provided comparative data where we have a reasonable degree of confidence from reviewing the data and triangulating this with interviews with MSZ and MSK staff.

<sup>13</sup> The estimate of fewer than 7% of services being provided to adolescents is based on data obtained from client exit interviews in 2013. This is not based on service delivery data from MSZ's client data because MSZ was not tracking adolescent services in 2013.

<sup>14</sup> Includes FP methods and other RH services including FP counseling, HIV and pregnancy testing, FP removals, sexual transmitted infection (STI) counseling, testing and treatment.



## 4.2. Why: What helps explain observed results?

Here, we highlight three aspects of the process that have affected the extent to which expectations have been met: partnership-related factors (4.2.1), solutions-related factors (4.4.2) and HCD-related factors (4.2.3).



### 4.2.1. Partnership-related Factors

#### Box 3: Main findings – What helps explain observed results?

**Commitment to stay the course. A strong and committed partnership has enabled Hewlett, IDEO.org and MSI to tackle a range of challenges during the HCD process in both Zambia and Kenya.** The Foundation, IDEO.org and MSI continue to work together on using HCD to drive solutions identification, with a range of new grants being issued in 2017. However, MSI has not always perceived HCD as a success. Partnership-related factors that can help explain mixed views on success include: varied expectations of key stakeholders, contracting arrangements, changes in leadership and lack of clarity on resource/staffing requirements.

- *While the Foundation, IDEO.org and MSI all entered into the partnership with the ultimate goal of increasing uptake of FP/RH services by adolescents, they had different expectations of what the partnership would deliver to achieve this goal, the timeframe for achieving it, their specific roles and responsibilities, and levels of effort needed. It has taken some time for everyone to get on the same page.*
- *The contracting arrangements, with the Foundation issuing separate grants to MSI and IDEO.org, was necessary and enabled flexibility, but contributed to lack of clarity on roles, responsibilities and accountabilities between MSI and IDEO.org.*
- *Changes in MSI leadership and key staff, particularly in the initial stages, led to expectations changing over time.*

**The Foundation, IDEO.org and MSI continue to work together on using HCD to drive solutions identification, with a range of new grants being issued in 2017.** In 2017, new grants have been issued to Zambia, a further grant is under consideration in Kenya, and new work has commenced in Burkina Faso. In addition, the Foundation grant to support MSI's focus on youth and adolescents has funded two convening events of key stakeholders (MSI, IDEO.org, the Foundation, ICSF) which have helped consolidate progress and provide a solid foundation for future partnership.

**While the Foundation, IDEO.org and MSI all entered into the partnership with the ultimate goal of increasing uptake of FP/RH services by adolescents, they had different expectations of what the partnership would deliver to achieve this goal, the timeframe for achieving this, and their specific roles and responsibilities.** Evidence suggests that the divergence in expectations is not unexpected given the newness of the partnership and the HCD approach in the international development sector. However, respondents repeatedly reported that this led to challenges in implementing the HCD process and to some tense moments between the partners. For example, MSI's expectation was that within the planned 14 week-long IDEO.org design process in Zambia, it would be possible to deliver a fully designed solution and build MSI capacity to 'do HCD' itself. This was an unrealistic timeframe, and though it is not clear to what extent unrealistic timeframes are a function of HCD or of IDEO.org's application of HCD, they have clear implications for partnerships. Experience in Zambia and Kenya both suggest that process modifications are needed for HCD to make it more appropriate for the development sector and for tackling complex social sector issues; it is important to manage partner expectations over pace and what can be achieved in the allotted timeframe. While IDEO.org's shift from projects to programs<sup>15</sup> should improve their ability to provide support over longer timeframes, it is concerning that the Sahel partnership still envisages a 14 week timeframe.

**The contracting arrangement, with the Foundation issuing separate grants to MSI and IDEO.org, allowed the Foundation to be more flexible in its funding to each organization as the partnership and the process unfolded,** which was greatly appreciated and seen as key to both the partnership developing

<sup>15</sup> IDEO.org used to work on a fee-for-service model for anywhere between 6 and 14 weeks and then move onto the next one but is shifting towards stewarding design work from idea to implementation: <https://www.ideo.org/perspective/projects-to-programs>

positively and being able to apply the HCD approach. However it **led to lack of clarity on roles, responsibilities and accountabilities between MSI and IDEO.org**. Contracting both organizations separately led to lack of clarity on which was leading the process and a need for significant interventions from the Foundation at key moments in the HCD process to mediate misunderstandings.<sup>16</sup> While IDEO.org saw MSZ and MSK as its clients, MSZ and MSK (to a lesser extent because of learnings from MSZ) did not always feel they were in the driver's seat. The consequences of this are discussed in more detail in Section 4.2.3.

**Changes in leadership and key staff at MSI (in Washington, London, Zambia and Kenya) led to unclear and shifting expectations.** Senior staff who had been responsible for the early introduction and oversight of HCD into MSI<sup>17</sup> moved on or left MSI within one or two years of starting the HCD experiment. Because the energy and enthusiasm of the key individuals and the relationships they had with the Foundation and within MSI underpinned the entire experiment, when these people moved on some commitment and institutional memory were lost.

#### Staff turnover

Staff turnover in both MSI and in IDEO.org teams contributed to challenges during the HCD process:

*"High turnover of staff has been detrimental to the process. Have seen lots of people once, never to be seen again."* **MSK respondent**

*"All of them had to go on a learning journey about what HCD is etc. When you write it down on paper, you don't understand it nearly as well as when you observe or participate. It is not easily transmitted to expert professionals, without them letting go of their expert knowledge and engaging."*

**Hewlett Foundation respondent**



#### 4.2.2. Solutions-related Factors

In this section we highlight some risks that bear further reflection by MSI and IDEO.org in future design processes. This is in place of presenting a judgment on which aspects of HCD-designed solutions have contributed to success, which we are unable to do, because we have not evaluated the solutions themselves.

#### Box 4: Main findings – What helps explain observed results?

**There is emerging evidence of success in increasing FP/RH service uptake by adolescents. Whilst we have not evaluated the solutions themselves, we have highlighted some risks that bear further reflection by MSI and IDEO.org in future design processes. These primarily focus on early technical concerns with the HCD-designed solutions (around how innovative the solutions were and reaching target audiences) that affected perceptions of the success of HCD.** Many of these perceptions can be linked back to divergent expectations, in particular those concerning scalability and sustainability.

- *Both solutions are designed for an urban context, even though in both countries there was initially a focus on rural girls.*
- *The solutions in Zambia and Kenya cannot be applied to all of MSI's channels.*
- *Both solutions employ a similar structure for mobilizing, engaging and service provision. Neither solution is seen as particularly innovative by a range of key stakeholders. However, the process of developing solutions is innovative, as is the brand coherence achieved across the different solution components, and the solutions have clear evidence of success. There are differing views on how important it is for HCD-designed solutions to be innovative.*
- *Two of the biggest areas of misalignment between MSI and IDEO.org concerned target audience, and scale and sustainability, which became apparent only later in the process.*

<sup>16</sup> For example, the Foundation played a key role in brokering the initial relationship between MSI and IDEO.org and continuing to foster long-term relationships with both organizations when senior staff changes took place in MSI; this was key in keeping HCD moving forward and navigating early tensions in the MSI-IDEO.org relationship.

<sup>17</sup> MSZ country director, MSK program director, US country director for MSI-US, MSI chief executive officer.

**Both solutions are designed for an urban context, even though in both countries there was initially a focus on rural girls.** In both Zambia and Kenya, MSI wanted to focus on both urban and rural, married and unmarried girls aged 15–19 years;<sup>18</sup> however, MSZ and MSK both reported that the solutions were focused more on an urban context than they would have preferred. Evidence suggests that the change to an urban focus was somewhat beyond the control of IDEO.org. For example, in Zambia, time constraints at the beginning of Inspiration meant that travel to rural areas would have been difficult and, as a result, urban insights led to a solution relevant in urban areas. In Kenya, both IDEO.org and MSK reported that challenges with rolling out Future Fab to rural areas were more to do with operationalizing the solution through rural channels<sup>19</sup> than with the suitability of the design concept/solution for rural girls. We do not suggest that the HCD process itself is inherently unable to design for rural populations; MSZ and MSK are both undertaking rural exercises to try to modify the solutions for rural channels and rural populations. However, respondents highlighted concerns about how the HCD process is implemented, which have implications for how design work is done in complex rural operating environments. In particular, evidence suggests that reliance on short field visits by staff based in San Francisco has limited IDEO.org's ability to sufficiently understand rural contexts.

#### Importance of clear objectives

*“Looking at MSI – there wasn't a youth strategy at the beginning. We could have had a successful strategy if we'd narrowed down the design space. We wanted to do more in the second phase, but we were still struggling because still MSI doesn't have a youth strategy. It's great that Hewlett Foundation is supporting the development of the youth strategy. We had no idea about what we wanted...If we had had a strategy this would have helped us to direct the process.”*

**MSZ respondent**

**The solutions in Zambia and Kenya cannot be applied to all of MSI's channels; it has been challenging to develop a single solution that can be applied to all of MSI's channels as they are currently set up.** In Zambia, the Diva Program has been its own channel and the solution is not seen to be suitable for social franchises or outreach. In Kenya, MSK does not think Future Fab is suitable for outreach, though it has been adapted for the social franchise channel (itself 'clinic-based', like MSK Diva Centers) through a voucher scheme. This has issues for scale and sustainability (discussed below). It is not clear how far MSI is willing or able to modify its existing channels or explore new ones to allow desirable solutions to flourish: MSI consistently expresses that it is strongly wedded to current channels, and prefers trying to adapt the solutions to these channels; IDEO.org consistently reported on the potential value of more innovation and adaptation of the channels to the solution.

**Both solutions employ a similar structure for mobilizing, engaging and service provision; as a result, neither is seen as particularly innovative (by some in MSI, and other respondents).** In both countries, there is a funnel incorporating processes of engagement with a wider set of influencers, community engagement, parental engagement and youth engagement. In both countries, the 'service moment' and how it is experienced by girls<sup>20</sup> is a focus, with de-medicalized spaces and youth-friendly providers. When taken individually, many of these elements have been implemented in other FP/RH interventions,<sup>21</sup> and there is evidence that some do not work in some circumstances.<sup>22</sup> This led to concerns amongst some MSI staff about whether solutions are innovative. In response, IDEO.org highlighted that the individual components of solutions were less important than the way they were implemented together to create a coherent client journey. Through the HCD process, previously tried interventions have been 're-imagined' with notable success (see Section 4.1).

<sup>18</sup> 16–19 in Zambia, as it is illegal to offer SRH services to girls under 16.

<sup>19</sup> MSK was concerned that the intensive investment required to implement Future Fab was not feasible in rural areas or through its mobile outreach channel.

<sup>20</sup> There is not complete agreement on whether a separate Center or space is needed, or what this should look like to be inviting to girls.

<sup>21</sup> For example, in girls' empowerment models of safe space + mentor + quality curriculum developed by the Girl Guides, evolved by the Population Council and replicated in many countries.

<sup>22</sup> Chandra-Mouli et al. (August 2015) 'What does not work in adolescent sexual and reproductive health: A review of evidence on interventions commonly accepted as best practices'. <http://www.ghspjournal.org/content/3/3/333.full>

**Respondents expressed differing views on how important it is for HCD-designed solutions to be innovative.** Some questioned whether the solutions drew on the latest innovations, for example smartphones or SMS; others highlighted the innovation in reimagining an ‘ecosystem’ of solutions that are desirable to adolescent girls. Innovative solutions were proposed during the ideation process in both countries but were not selected, often because of operational considerations. For example, in Kenya, the innovative solution of using an IUD as emergency contraception was tabled but rejected as it would not have delivered results in time to meet targets under the ClIFF-funded Choices 4 Change (C4C) program. Evidence suggests that other organizational and contextual factors also seem to have constrained innovation, such as MSI’s use of established protocols, systems and structures that exist to deliver quality services effectively and efficiently, in accordance with defined targets and an incentive framework;<sup>23</sup> and the predominant grant-making context in the FP/RH sector, which does not routinely support innovation.<sup>24</sup> Respondents also expressed differing views regarding the importance of the application of specific technical design skills (“the craft”) such as graphic design. MSI respondents were largely of the view that the graphically designed Diva “archetypes” were not essential and were too far away from most girls’ reality to inspire them. IDEO.org sees the graphic design elements as being important for the coherence of the brand. It was not possible for us to evaluate the contribution of technical design skills to the effectiveness of solutions as our evaluation did not focus on the solutions themselves but on the HCD process.

**One of the biggest areas of misalignment between MSI and IDEO.org concerned scale and sustainability, which became apparent only later in the process.** On scalability, based on the experiences to date in Kenya and Zambia, there is broad agreement between MSI and IDEO.org that the potential to scale up the HCD-designed solutions in other contexts is limited without significant adaptation. For example, the urban focus of both the Diva Program and Future Fab limits the scalability of the solutions as they cannot be applied across all channels in all geographies. In Zambia, 90% of services are provided via outreach, primarily in a rural setting. However, the Diva Program is not appropriate for rural outreach. On sustainability, MSI has not fully defined financial sustainability for its youth services and is working on developing more appropriate measures beyond its standard measure of cost per couple years of protection (CYP). Experience both in this partnership and more widely suggests that it is more resource-intensive to identify and reach adolescent girls and that, at least in Zambia, the cost doing this led to a cost/CYP that is significantly higher than standard MSI benchmarks (costs in Kenya were unclear up to February 2017). This suggests the need for different benchmarks and alternative measures.

### 4.2.3. HCD-related factors

This section explores the contribution and value of the different HCD components and mindsets. Our approach has been to look across the preparation phase and each HCD component (inspiration, ideation, and implementation), keeping in mind the purpose of the component as articulated in the ToC, understand how each component was implemented in Kenya and Zambia and assess how each has contributed to the effectiveness and sustainability of the solutions. A full description of the HCD components and how they work together can be found at Annex 2.

<sup>23</sup> We do not suggest that MSI as an organization is risk- or innovation-averse. Indeed, its mission and operating space is inherently risky. More, we highlight organizational, cultural constraints that may make the process of working with radical, innovative, untested solutions challenging, particularly where country directors are incentivized to reach scale targets, and larger programs are discouraged from innovating, again in order to achieve big numbers.

<sup>24</sup> Respondents highlighted that there was little scope in the current donor landscape for FP/RH to explore new ways of doing things because funds are provided to deliver outputs and outcomes, and ‘inception’ or ‘design’ phases are often too brief to allow for HCD-style experimentation.

**Box 5: Main findings – What helps explain observed results?**

All HCD components are necessary for getting a solution “out there in the world,” but ideation appears to have the most value in that it starkly differentiates HCD from more traditional developmental approaches to design. Sufficient time and resources for preparation appears to be most important in terms of providing the foundation for success. Empathy, iterating and learning are the design mindsets most valued by MSI.

- *The preparation phase is perhaps most important in setting up the HCD process for success, but in Zambia and Kenya this was given insufficient attention.*
- *Inspiration is necessary to generate insights for designers into users’ worlds – and in particular their desires – but is not sufficient to reach a deep understanding of contextual constraints and opportunities. Inspiration must be seen as a continuation of preparation, and the start of ongoing learning that continues throughout the rest of the HCD process.*
- *Ideation is necessary for generating and testing ideas for solutions that can address the design challenge, but it is also least understood by stakeholders, with consequent and foreseeable challenges in the partnership. This is partly an issue inherent to HCD – in that this is where HCD most distinguishes itself from other design approaches, through the mindsets of making, creative confidence, failing fast, iterating – but is also to do with how HCD is implemented.*
- *Implementation is necessary to refine solutions and test their viability and feasibility as part of an ongoing process of iterating and learning. However, the terminology used creates expectations of solution readiness that are not necessarily realistic, and the progressive handover of responsibility to the ‘client’ that happens during this phase can create tensions. This is both inherent to HCD and linked to how HCD is implemented.*
- *All partners have learned important lessons about how HCD can be applied differently in the future, in particular in relation to the preparatory phase and establishing clear up-front expectations and metrics of success. Consequently, HCD is considered a valuable addition to MSI’s suite of too.*

All partners have learned important lessons about how HCD can be applied differently in the future, in particular in relation to the preparatory phase and establishing clear upfront expectations and metrics of success. Consequently, HCD is considered a valuable addition to MSI’s suite of tools. This is discussed in separate sub-sections on each of the stages or components of HCD: preparation, inspiration, ideation and implementation.

### Preparation

Our overall finding is that **the preparation phase is most important in setting up the HCD process for success, but in Zambia and Kenya this phase was given insufficient attention.** This is unpacked through the below sub-findings (in bold).

In theory, the preparation phase should establish mutual understanding and agree parameters and expectations. **However, in practice, in both Zambia and Kenya there was a poor understanding of contextual issues and constraints, lack of a shared vision for success and agreed means to measure this, and weak processes for regular review, particularly of targets** (although there was some improvement between the Zambia and Kenya experiments). Despite the importance of laying a strong foundation for the partnership, some respondents felt the preparation phase in each country was inadequate. Preparation was a minor component in the HCD documentation, including in proposals, and was completed very quickly and at a relatively high-level in both Kenya and Zambia. The ToC assumed IDEO.org and MSI went into inspiration with IDEO.org having a good understanding of key contextual issues that would affect success, including internal and external constraints, such as what solutions had been tried before and what promise these solutions had. However, in the early stages, IDEO.org did not fully understand how MSI worked and what was possible within the context; and MSI did not fully understand how the IDEO.org HCD process would work or their role in it.

**Defining the ‘right’ design challenge, and in particular the segmentation within this, is critical during the preparation stage.** Experience in Zambia and Kenya demonstrates that this is not a straightforward

exercise. Part of the difficulty in doing this relates to not applying a multidisciplinary approach<sup>25</sup> to accurately identify the problems, leading to what is termed ‘problem-framing uncertainty’.<sup>26</sup> In both Kenya and Zambia, segmentation has been contested by MSI, and has changed over the course of the HCD process. The changes have not always been well documented or widely understood by either IDEO.org or MSI, leading to stresses in the relationship. There were no points built in for review of the design challenge itself within the process. Indeed, planned moments for reflection and challenge on any aspects of the process were missing from the process.

#### Achieving Mutual Understanding

*“IDEO.org wanted to gather their own insights, and norms are just too hard to understand. They didn’t talk to MSZ about common structural challenges they had experienced time and time again. Did not get broad enough insights into what influences girls, how they live, what they do with fertility.”*

**MSZ respondent**

*“The IDEO.org people could have done more to understand the culture etc. of MSI. Their own professional experience does not include working in a place like MSI – didn’t necessarily get the decision making process, the political nature.”* **HF respondent**

*“IDEO were NOT aware of pressures from CIFF – did not know about speed of solution, data needed to satisfy CIFF.”* **IDEO.org**

*“...hoping to reach a more cost effective solution with more iteration. This is the focus of this year: better understanding of outreach. We didn’t go down this route in January 2016 because there wasn’t the right level of trust, and there was pressure from CIFF to deliver numbers. Didn’t seem that promising and at that stage there was no confidence that any of this would work.”* **MSK respondent**

Encouragingly, **MSI and IDEO.org have increasingly recognized the importance of the preparation phase as the partnership has evolved.** In the Sahel, there seem to have been more intentional conversations about the design challenge<sup>27</sup> but evidence suggests that there is still room for improvement and a risk of not reaching the level of clarity needed if this is not kept under review. Further, while the design challenge may have been given more attention, there are a range of other issues that run throughout the design process that need to be addressed head-on during preparation. For example, the pressure/intensity of the design process can be mitigated with better resourcing, better understanding of the process, and more realism about how long it really takes. The point about how long it takes to get to an implementable solution is an issue that is probably best addressed prior to a discussion about design challenges. Upfront management of expectations is key, because it is clear that a scalable solution takes many months, if not years, to achieve so if a quick design is what is needed, then HCD might not be the best approach. This kind of ‘nose to tail’ thinking can help sell HCD to implementers.

#### Inspiration

Our overall finding for **inspiration** is that it is **necessary to generate insights for designers into users’ worlds – and in particular their desires – but not sufficient to reach a deep understanding of contextual constraints and opportunities.** Inspiration should be seen as a continuation of preparation, and the start of ongoing learning that continues throughout the rest of the HCD process. This finding is unpacked through the below sub-findings (in bold).

<sup>25</sup> By ‘multi-disciplinary’ we mean more than different types of designers, and more than occasional inputs from other disciplines during the design process. We are referring to a truly collaborative effort between, for example, designers, anthropologists and sector experts. For Mulgan (2014), design teams should have ‘a full mix of skills to ensure awareness of organizational, economic, political and social contexts’, project managers must be ‘genuinely multilingual across a range of fields and disciplines’, whilst ‘some designers, at least, need to combine design skills with other key skills (economics, policy, social knowledge)’. See also Ramalingham (2016) and Lee (2015).

<sup>26</sup> A central concern in the literature on HCD and design-thinking in development is the degree to which designers have the capabilities to understand the broader internal and external contexts of the complex social problems they seek to address, and thus to design effective and feasible solutions within those contexts. See Seelos and Mair (2016); Mulgan (2014).

<sup>27</sup> Into which we fed early learning from this evaluation.

### Cross-cultural Communication

*“What they [IDEO.org] really needed was more cultural sensitivity. Not that they were insensitive, but they needed this to help navigate the situations they found themselves in. Cross cultural communication is important.” MSK respondent*

*“Learning from Kenya was that we can’t bypass community hierarchy – ‘activate’ is all about community dialogue and sensitization.” IDEO.org respondent*

*“Recent work by MSZ shows need to work harder to understand rural areas – build relationships, understand norms. Some of these vary from village to village!” MSZ respondent*

**Inspiration is necessary for several different reasons: for IDEO.org designers to get inspired, for MSI to understand its target group, and as a robust basis for decision making. MSI and IDEO.org consequently had different expectations of methods and process.** The ToC suggests that the central objective of inspiration is to gain a deep understanding of the real needs and desires of those who are being designed for, the context in which they live and the relationships that matter to them. IDEO.org has used the inspiration phase in Zambia and Kenya to enable designers to identify design opportunities. Development practitioners, including MSI staff, had expectations that the research conducted during inspiration would produce new insights that would add value to the wider body of knowledge around adolescent SRH. This expectation owes at least in part to the way that inspiration is described by human-centered designers as surfacing deep insights and enabling a deep understanding of a girl’s world. While this could potentially be done for a small handful of girls (discussed below), evidence suggests that it is unrealistic to expect the inspiration process on its own – the field portion of which generally lasts less than two weeks – to be able to generate new, deep and generalizable insights a complex, social challenge, e.g. for an entire population segment.

A new process is being trialled in the Sahel: formative research has been commissioned by MSI on adolescent girls that will be used by IDEO.org during the inspiration phase to identify areas of ‘design energy’ and create ‘sacrificial concepts’ to take to the field. This more ethnographic-focused research, conducted by researchers with a strong understanding of the local context, should add significant value not only to the process of designed inspiration, but also to MSI’s objectives of deeper understanding of the target group and a stronger basis for decision making during ideation.

**MSI recognized that IDEO.org’s innovative approaches during inspiration helped to understand the desires and aspirations of urban, unmarried girls in a way that more standard qualitative research often does not.**<sup>28</sup> There is evidence that the ‘unorthodox’ nature of research did surface new insights, as well as inspiring MSI staff to involve adolescent girls in developing their own solutions. Indeed, there is widespread appreciation amongst MSI staff that the most important part of inspiration is putting girls front and center in the design process. The insights and skills gained from participating in design research have inspired MSZ to lead its own HCD-based research process in rural areas.

**The clash of cultures between design and development is heightened during inspiration. Evidence suggests that establishing clear, shared expectations around design research methods and quality requires careful consideration.** Inspiration was criticized by stakeholders in MSZ and MSK because it ignored critical sectoral and contextual knowledge. MSI and IDEO.org held different expectations of the inspiration process which led to tension in Zambia, where MSZ staff felt IDEO.org dismissed expert sector knowledge of what historically had and had not worked for adolescent programming.<sup>29</sup> HCD’s laser focus during inspiration on understanding desirability, rather than also understanding the contextual issues that will affect feasibility and viability, is one of the effects of this. MSI staff reported that the inclusion of a designer with a public health background part way through the design process in Zambia and at the beginning of the process in Kenya led to a slight – and welcome – shift in IDEO.org’s approach to inspiration. In Kenya, this included a deeper dive into sectoral literature. Despite these shifts, there is still a challenge in reconciling the tension around whose knowledge and what knowledge ‘counts.’ This is also

<sup>28</sup> By more standard qualitative research, we refer to focus group discussions and semi-structured interviews. We recognize, however, that there is a strong tradition of more participatory and ‘ethnographic’ qualitative research that has been effective in generating data on attitudes, beliefs, aspirations and desires.

<sup>29</sup> This echoes critiques of HCD designers in the wider literature that they ‘are eloquent on why other fields and disciplines need them, but not so good at recognizing what they might need to learn from others’: [https://www.nesta.org.uk/sites/default/files/design\\_in\\_public\\_and\\_social\\_innovation.pdf](https://www.nesta.org.uk/sites/default/files/design_in_public_and_social_innovation.pdf)

a finding coming out of the Adolescent 360 (A360) Program,<sup>30</sup> and one that is being considered carefully for MSI/IDEO.org work in the Sahel.

**Time limitations appeared to constrain the potential of design research to meet expectations. However, if inspiration is viewed as an ongoing process, rather than merely an HCD component, design research can be properly understood to be just the tip of the ‘learning iceberg.’** The HCD tools, language and mindsets were all foreign to MSK and MSZ, as was the intensity and fast pace of research. MSZ and MSK staff noted that this caused both frustration and stress at times, particularly when trying to juggle participation in the HCD process and other responsibilities. This, in turn, affected the quality of participation and decisions. The potential for staff burnout and attrition during inspiration and ideation was highlighted in MSK and in a recent A360 presentation to the donors and PSI. Our judgment is that seeing inspiration as the ‘insights generation phase’ also leads to unrealistic expectations and puts undue pressure on what IDEO.org repeatedly described as a component that is meant to provide just enough insight to start generating desirable ideas. This could be mitigated through better communication concerning the nature of inspiration: primarily, that the inspiration phase is not the only opportunity for surfacing insights and that HCD by its nature is iterative, and therefore insights are also generated during the course of ideation and implementation, helping refine the solution.

## Ideation

Our overall finding is that **ideation is necessary for generating and testing ideas for solutions that can address the design challenge, but it is also least understood by stakeholders, with consequent and foreseeable challenges in the partnership. This is partly an issue inherent to HCD – in that this is where HCD most distinguishes itself from other design approaches, through the mindsets of making, creative confidence, failing fast, iterating – but also to do with how HCD is implemented.** This finding is unpacked through the below sub-findings (in bold).

**Ideation is the least understood of the phases by MSI. A number of MSI informants expressed the view that synthesis from the ideation phase seems subjective and not well evidenced or documented. There is evidence that this reduced ownership by MSI.** There is a perception amongst MSI respondents that synthesis of insights and decision making around prototyping happens inside a black box, and that decisions around what ideas to ‘prune’ or nurture can seem subjective and not well evidenced or documented. Indeed, the line of sight from inspiration to rough prototypes to live prototype is still not clear to MSI, and this is largely because the synthesis part of ideation took place in San Francisco with a limited number and relatively junior MSI staff involvement. The newness and the fast pace of ideation,<sup>31</sup> as well as the lack of a formal mechanism to scrutinize ideas during the rough prototyping, meant there were few spaces to engage in debate and to plan, which resulted in a serious incident with the local community in Zambia at the end of 2014. Another incident with the local community occurred in Kenya about a year later in 2016 suggesting that the reflections from Zambia (e.g. the importance of a safe, controlled environment for ideation and the need for a carefully considered community engagement plan) had not yet led to a change in practice. Figure 4 provides examples from Kenya of the limited documentation on how insights generated the specific prototypes that they tested, and the limited evidence on why some prototypes were taken forward as part of the solution and others were not.<sup>32</sup>

<sup>30</sup> A360 is a \$30 million program jointly funded by the Gates Foundation and CIFF to encourage modern contraceptive use and reduce unplanned pregnancy among young girls aged 15–19 in Ethiopia, Tanzania and Nigeria. The A360 program is being implemented by a Population Services International (PSI)-led consortium and aims to identify youth-driven solutions through user-centered design processes and market segmentation to increase both demand for, and access to, a full range of quality, voluntary contraceptive services among adolescent girls in the three countries.

<sup>31</sup> A review of the wider literature (Mulgan, 2014) highlighted that the speed of the rapid prototyping is alien to much bureaucratic thinking, where typical service models are perfected over years before being trialed. Thus the ideation phase represents a significant potential source of tension between designers and partner organizations.

<sup>32</sup> Figure 4 was compiled by the evaluation team, drawing on an IDEO.org presentation to MSK dated 31 March 2015. There is evidence that documentation of this part of the process has improved in the A360 project.

Whilst in the Sahel engagement there are plans for an MSI team member to join IDEO.org in San Francisco, it is our judgement that this is unlikely to be sufficient to address the problem – i.e. that this part of the process is owned and led by IDEO.org with little wider understanding within MSI of how prototyping is done. This reduced ownership also owed partly to the way the grant was set up (discussed in Section 4.2.1). MSZ and MSK staff reported that they felt they needed to be open minded about the new HCD approach to the extent that they could not effectively push back.

**Figure 4: Examples of the relationship between insights and prototypes that were tested in Kenya**

| Insight  | Prototype   | Take forward as part of solution |
|--|---|----------------------------------|
| When teens go to a clinic they have to say they are there for contraception and wait with older women who might talk and judge | <b>The Golden Ticket.</b> Could help teens express their intent simply by handing over a ticket; also allow teens to skip the line and access services at a reduced price.                      | No                               |
| Parents generally don't talk to their children about sex. Elders act as mediators between teens and parents.                   | <b>Renegade Grannies.</b> Grannies could be trained to share simple information about and hygiene.  | No                               |
| Description of FP methods is jargon-heavy and focused on side effects rather than benefits.                                    | <b>Youth Branded: Futures</b> teen-friendly brand that reframes contraception as valuable to and acceptable for teens. links contraceptive choices with thinking about education and fertility. | Yes                              |

**There appear to be key challenges within the ideation process that, if not managed carefully, can cause disruption to the process.** It seems likely these risks can be avoided and solutions are within partners' control. Main challenges include:

- **Transition between rough and live prototyping.** Both MSI and IDEO.org respondents reported that the transition between rough and live prototyping brought a spike in MSK and MSZ discomfort. At this stage, resource requirements and responsibility progressively shifted from IDEO.org to MSI. This discomfort not only owed to weak ownership, but also had its roots in the preparation stage where expectations, roles and responsibilities throughout the process were not clearly spelled out.
- **Fast pace of ideation.** The fast pace of ideation creates challenges in terms of putting everything in place to support successful prototyping. The need for speed, as well as IDEO.org's unfamiliarity with MSI systems and the local context, also led to short-cuts (such as not waiting for permissions, not sufficiently sensitizing the community) that put the process, MSI's reputation in country, staff and even girls at risk. Community push-back incidents happened in both Kenya and Zambia, linked to the fast pace, short-cuts and poor communication between MSI and IDEO.org.
- **Availability of staff and responsiveness of systems.** The challenges described in the previous bullet point can be ameliorated by having the right MSI staff involved, ensuring consistent availability of IDEO.org staff on the ground and having sufficient risk identification and management. For IDEO.org, there has been some frustration with MSI systems, which have felt somewhat less than flexible and responsive as ideas are tested with users. For example, there were issues with the speed at which Diva Connectors could be reimbursed for their mobilization efforts in Kenya.

**Ideation is necessary and valued by MSI staff, and evidence suggests that for the foreseeable future MSI will need considerable IDEO.org support, given the design skills needed in this component.** The systematic process that HCD provides to enact mindsets of testing, failing fast and iterating was seen by MSI staff as one of the key values of the approach, and something MSI could do more to internalize. It is also where MSI is least likely to be able to lead or manage the process itself, given the emphasis on 'making' and 'creative confidence,' which are linked to design-craft skills that are much more within IDEO.org's area of expertise than MSI's.

During ideation, and in particular live prototyping, both countries experienced difficulty with the availability of M&E data to inform decision making and accountability to project stakeholders. This was

particularly a constraint in Kenya, where MSI was very interested in seeing how the solution would deliver on key MSI indicators (following criticism of the Diva Program in Zambia), and where there was pressure to have an evidence-based solution that could deliver on CIFF targets. We suggest that this pressure not only closed down space to reflect and iterate, but also necessitated bringing in partners who were able to support data generation (Acumen in Kenya) and to think more about viability and feasibility (the International Center for Social Franchising, ICSF, in Zambia).

## Implementation

Our overall finding for the implementation phase is that it is **necessary to refine solutions and test their viability and feasibility as part of an ongoing process of iterating and learning. However, the terminology used creates expectations of solution readiness that are not necessarily realistic, and the progressive handover of responsibility to the ‘client’ that happens during this phase can create tensions. This is both inherent to HCD and linked to how HCD is implemented.** This is unpacked through the below sub-findings (in bold).

**The context and different use of terminology used in design and development sectors mean there are often different expectations during this phase: ‘done and dusted’ vs. ‘work in progress.’ However, there is scope for iteration during implementation; indeed this is expected as part of the ongoing learning focus of HCD.** Evidence shows that while the transitions between rough prototypes and a live prototype were clear, the transitions between live prototyping and piloting, and piloting and implementation, were less well understood by MSI. There was initial discomfort for implementing partners with the transition from ideation to implementation, but for both MSK and MSZ comfort levels did increase over the course of implementation. Respondents report that their understanding was not helped by differences in terminology and expectations between development and design sectors in relation to implementation. In the development sector, implementation is where solutions have been proved and are scaled; in HCD, implementation is a continuation of the learning process where issues of feasibility and viability are explored. There is evidence of some iteration in the implementation phase of the Diva Centers and Future Fab projects, but this may be better described as adaptation rather than pure iteration, and this is not unlike implementation adjustments seen in programs that do not follow an HCD process.

**During implementation, the visibility and accountability of the process increased. Fledgling solutions were subject to increased scrutiny and decisions that were not consistent with the spirit/expectation of the HCD process (the ‘work in progress’).** This was problematic when senior decision makers or funders had different expectations of what would be delivered by this stage in the process. While this is a problem inherent to HCD, evidence suggests that it can be influenced by the way the HCD process is set up and managed; it is important to establish not only the need for ongoing experimentation and learning, but also clear expectations about how ‘evolved’ the solution will be at the end of the pilot phase. While staff often reported that they felt the process too fast, leadership, on the other hand, reported that they felt the process to achieve a scalable solution was far too slow.

As mentioned above, implementation explores issues of viability and feasibility. Our ability to assess HCD’s potential for bottoming out viability and feasibility in Zambia and Kenya is limited by how the process has evolved in both countries. Evidence shows that implementation in Zambia had not lead to a scalable sustainable solution after two years. ICSF is now working with MSZ to scale the solution with no substantive input from IDEO.org or use of HCD. In Kenya, the solution developed was not suitable for rural outreach channels. This appears to be a persistent challenge with HCD.<sup>33</sup>

**IDEO.org support during this phase has evolved to focus on practical issues, supporting operations and helping resolve challenges.** MSI reported that they felt in the driver’s seat during this phase, though it may not be driving a fully sustainable or scalable solution. Respondents reported the main value in IDEO.org involvement in implementation as being a ‘trusted friend’ – with detailed knowledge of the program and as a ‘free’ resource to MSK and MSZ – more than in an HCD skill-set that is suited to addressing implementation challenges, though MSK and MSZ reported valuing IDEO.org’s continued focus on learning and iterative problem solving. IDEO.org’s main concern during this phase was that the

<sup>33</sup> As noted in our wider literature review (Mulgan, 2106), ‘lack of attention to economics – ensuring that ideas are cost-effective – and lack of attention to organizational issues and cultures, condemns too many ideas to staying on the drawing board’: [https://www.nesta.org.uk/sites/default/files/design\\_in\\_public\\_and\\_social\\_innovation.pdf](https://www.nesta.org.uk/sites/default/files/design_in_public_and_social_innovation.pdf)

core of the design retains integrity, though, as alluded to above, there is scope for adjustment of non-core elements.



### 4.3. What does this mean going forward?

Here, we consider the implications of our analysis for the Foundation-funded HCD partnership in terms of capacities and competencies needed to effectively introduce and sustain an HCD process (4.3.1) and whether HCD holds promise for application in other social sector fields or contexts (4.3.2).

#### Box 6: Main findings on capacities needed to introduce and sustain HCD processes

**Efforts to build capacity on HCD within MSI have been slow to start, and learning is consequently limited. It is possible, however, to identify areas in which HCD adds value, and where MSI is lacking capability and systems to ‘do HCD,’ which could help MSI in future institutionalization of the process.**

- *It is possible to identify a broad range of skills, staff and systems needed to introduce and sustain HCD.*
- *There are tensions between the prevailing culture within MSI and the mindsets needed to ‘do HCD.’ But there is evidence that new ways of thinking and doing are being embraced with new funding proposals made based on this experience and evaluation findings.*
- *Capacity building has been ad hoc. There is a need for an explicit, measurable strategy to ensure MSI has the right capacities and competencies, in the right locations, available at the right time.*
- *MSI’s proposal and project design processes would need to be adapted if HCD is adopted as a mainstream approach.*
- *HCD provides more opportunities to involve the target group in project design than MSI’s standard project design process.*
- *MSI systems need to ensure a number of outcomes that facilitate the application of the range of capabilities and competencies needed.*

#### 4.3.1. Capacities and competencies needed to introduce and sustain HCD processes

**It is possible to identify a broad range of skills, staff and systems needed to introduce and sustain HCD.** Based on the ToC, we identified key outcomes for each stage of the HCD process and activities needed to achieve these. We summarize the main required competencies and capacities that we have identified below. Annex 4 provides more detail in a set of figures corresponding to each component of the HCD process.

The two most important capacities and competencies during the preparation phase are leadership, which appears to have affected the allocation of resources and appetite for risk taking in both Zambia and Kenya, potentially limiting the success of HCD experimentation – and relationship management – which recognizes that managing HCD suppliers requires understanding how the HCD process works. This is becoming progressively more feasible as the MSI-IDEO.org partnership matures.

During inspiration, key capacities are those *required to design and conduct relevant secondary research and design and execute robust primary research*, which MSI appear to have in place or be able to sub-contract if required; and *comfort to work with a set of somewhat ambiguous mindsets* that create the space and permission for the design process to play out and the (more) effective application of the skills and capabilities needed across the process.

#### Box 7: Can HCD be done without a designer?

The extent to which we can definitively answer this question is limited by the few instances in which MSI has tried to ‘do HCD’ without a designer. The best example is from recent efforts in Zambia, where a team made of solely MSZ staff undertook an inspiration and prototyping process in rural Zambia (supported remotely by IDEO.org). MSZ suggests this exercise was a success.

Other respondents, however, called into question the extent to which HCD can be done without major investment: ‘It’s not just something you can pick up by reading a manual – there’s a lot of experience,

practice, skills, in terms of iteration and ideation. It's not a simple skill.' There is a sense that the skill of HCD includes elements that cannot easily be learned (e.g. readiness to abandon a script,) and require the designer to draw on experience: 'This cannot be learned overnight.' The extent to which MSI will be in a position to master HCD and completely replace the need to involve designers will depend on their willingness to invest in developing this experience, as well as on the complexity, scope and ambition of the particular design challenge.

With that said, it seems feasible with strong capacity building and a lot of opportunities to practice, that MSI could apply HCD itself to simpler projects using a subset of more generic HCD skills (discussed in this Section). More complex projects are likely to require external specialist design support from HCD practitioners who have mastered "the craft" of HCD.

During ideation, we highlight two core capabilities: *excellent communication skills* and systems to enable continuous alignment around expectations and to maintain buy-in of stakeholders that are not be directly involved in the HCD process (these systems were not routinely in place in Zambia and there was some improvement in Kenya); *generating and evaluating ideas and potential solutions* from the key insights generated during inspiration, including skills needed *to test these ideas with the market* or target audience. To apply these capabilities in Zambia and Kenya, two core sets of *design skills* have been applied:

- *more generic project design and management skills – for example good listening skills, analytical skills, comfort with reconciling tensions and different views, ability to prioritize learnings. These already exist within MSI to a significant extent, and it would be relatively simple to build further capacity in this area.*
- *technical design skills ('the craft') – such as graphic design, industrial design, service design and businesses design – and skills that are more generic HCD skills but are less likely to exist among development practitioners – such as the ability to make ideas tangible and design relevant 'tests' for those ideas, and, based on these, redesign the idea. It is unlikely MSI will have the more technical design skills in house, but the more generic HCD skills could be built, as we see with the recent design exercise in Zambia led by MSZ and supported – remotely – by IDEO.org (see Box 7).*

Unlike with ideation, specific design-craft skills are not central to HCD implementation. We have identified two competencies that we judge to be essential:

- *continual application of the mindsets, in particular empathy, iteration and failing fast, to ensure regular feedback from clients, and work towards continual improvement of the solution;*
- *involvement of staff who understand how to increase the sustainability and feasibility of solutions, which includes the ability to anticipate and address implementation constraints in the internal and external environment, and refine and agree metrics for pilot solutions. It is also key to ensure the involvement of people who have the seniority to make decisions and to allocate the needed human and financial resources to giving the solution the best chance of success.*

**There are tensions between the prevailing culture within MSI and the mindsets needed to 'do HCD.' But there is evidence that new ways of thinking and doing are being embraced.** One useful framework for thinking about this characterizes organizations as exploratory or exploitative, both of which require very different mindsets.<sup>34</sup> Using this framework, given MSI's traditional focus on cost/CYP, our view is that MSI can be characterized as exploitative rather than exploratory: respondents noted that mindsets of risk taking, failing and iterating were not mainstream within MSI.<sup>35</sup> The benefits of bringing in skills and perspective from outside the sector to think outside the box were acknowledged by respondents. MSZ and MSK reported that they were embracing new ways of thinking and doing, and a shift to a stronger client focus. This suggests the process of designing and implementing the solutions has influenced the knowledge, attitudes and practice within MSZ and MSK. It also suggests the process of designing and implementing these solutions has contributed to MSZ and MSK being more effective at providing services to respond to the needs of adolescents.

<sup>34</sup> Roger Martin in 'The design of business' (2009) explains this categorization as: Exploratory – those engaged in the search for new knowledge; and Exploitation – those in engaged in maximization of payoff from existing knowledge, or refinement. This categorization can help assess the extent of receptiveness to design thinking within an organization at the start of a new partnership to work on HCD.

<sup>35</sup> MSI's mission and operating space are inherently risky. We are highlighting here the extent to which established ways of operating (e.g. protocols and channels) within MSI appear to pose a potential barrier to key HCD mindsets like trying, failing, iterating.

### Catalyzing new thinking

*“Experience that IDEO and MSI has on balance been net-net positive, and has propelled conversations in MSI about need to be creative about the challenge of reaching adolescent girls; not taking for granted that too hard to reach or ways that work for married women are somehow adaptable for youth services. In absolute terms it has been a good way to catalyze new thinking.”*

*Hewlett Foundation respondent*

**Capacity building has been *ad hoc*.** Respondents felt that there is a need for an explicit, measurable strategy to ensure MSI has the right capacities and competencies, in the right locations, available at the right time. Different approaches were taken in Zambia and Kenya, with Zambia starting with more formal training sessions and then the approach evolving towards more on-the-job learning, and the reverse being observed in Kenya. While many staff in MSZ and MSK were exposed to HCD, very few gained exposure across all of the HCD components. It is our view that the extent to which MSI skills to ‘do HCD’ are outsourced depends on development of a capacity-building strategy, and thoughts on what structures are feasible within MSI at global and country level. Respondents noted that whether capacity is established in-house or outsourced will be country-dependent. As discussed above, evidence demonstrates that technical design skills – such as graphic design – are not found in MSI and there are no plans to develop them. We note that building capacity in HCD is a tall order, and trade-offs should be made explicit, for example between focusing on delivering an output within a specific timeframe and building capacity to do HCD – whether through targeted capacity building of a core team or mainstreaming throughout MSI. The inclusion of HCD in MSI’s Youth Success Model demonstrates the value that the organization sees for HCD and provides a valuable way to build awareness of HCD within MSI and to potentially incorporate HCD into program design.

**MSI systems need to ensure a number of outcomes that facilitate the application of the range of capabilities and competencies needed to ‘do HCD.’**

- **Consistency in staffing:** Systems need to limit the extent of staff turnover or mitigate the effects of any such turnover. Staff turnover within MSI has posed a challenge to the institutionalization of HCD, and within IDEO.org it has posed a challenge to building sector and development expertise.
- **Flexibility and adaptation:** There is evidence that both MSI and IDEO.org have learned and adapted their working styles during the HCD process; adaptations have been in ways of working as well as in bringing in additional people and skill sets in response to challenges. We conclude that MSI systems need to maintain this ability to respond to the needs of the process, probably through regular (quarterly) reviews.
- **M&E:** In both Zambia and Kenya, day-to-day management of the HCD process was implemented by staff who ultimately did not have responsibility for decisions on strategy or allocation of resources. In both countries, difficulties arose at the point where decisions needed to be taken, linked to what evidence was available to support decisions. At the same time, both countries experienced difficulties with establishing an M&E system that was fit for purpose for the HCD process.
- **MSI’s proposal and project design processes would need to be adapted if HCD were adopted as a mainstream approach** because in MSI’s standard project design process most design happens before funding is secured (see Annex 5). In HCD, most of the design happens after funding is secured.<sup>36</sup> Based on initial feedback from MSI staff, it seems that if HCD were to be adapted as a mainstream approach, arguably fewer resources would be needed for the proposal design process and they could be more centrally based in the London Support Office (LSO). More resources would be needed for the design phase after funding is secured and those resources would need to be primarily based at the country level. MSI’s project design process would also need to be adapted to provide more opportunities to involve the target group in project design. In MSI’s standard project design process, end-user insights are incorporated into project design from program monitoring data that has previously been collected (client exit interviews, program reviews, insight research, etc.). In an HCD process, end-user insights are incorporated into the design process, which may enable more relevant insights to be considered for the specific project. However, HCD design is resource-intensive and it is difficult to get funding for the extended design process required to incorporate end-user insights. There are promising signs of a

<sup>36</sup> See Annex 5 for a review of MSI’s ‘standard’ program design model. This was developed in collaboration with the Evaluation Team and some key stakeholders in MSI during a specific workshop held for this purpose.

*commitment to address the challenges of bringing the two design processes together: HCD is included in the youth Success Model (SUMO). Since SUMOs are a go-to resource for programme design, this suggests that MSI is building some capacity for incorporating HCD into programme design. However, this is still different from building capacity to do HCD.*

#### 4.3.2. Does HCD hold promise for application in other sectors and by other donors?

##### **Box 8: Main findings on potential for replication in other sectors and by other donors**

**The extent to which HCD holds promise in other sectors and for other donors is linked to its ability to deliver results and, in spite of relatively little data on impact, HCD is being funded by other donors and in other sectors. The conditions that made SRH ‘ripe’ for HCD are likely to be present in other sectors. However, the important steps the Foundation, MSI and IDEO.org took to overcome obstacles to implementing HCD in the FP/RH sector should not be overlooked.**

- *HCD differs from traditional approaches in the extent to which operationalizes and systematically enables rapid testing of ideas with end users.*
- *There appears to be growing interest in HCD and evidence of design thinking being funded in the SRH and other sectors by a range of donors.*
- *MSI, the Foundation and IDEO.org have all taken steps to raise awareness of the work they have jointly done to apply HCD in the FP/RH sector. However, there does not appear to have been an overarching strategy to guide these efforts.*
- *The contextual factors that appear to have made the SRH sector ‘ripe’ for HCD are likely to exist in other sectors, but it is important to note factors that helped overcome obstacles in applying HCD in the SRH sector.*

**HCD differs from traditional approaches in the extent to which it operationalizes and systematically enables rapid testing of ideas with end users.** Respondents reported that HCD offers an opportunity to explicitly ‘think outside the box,’ respond to the needs of the end-user and provide a safe space to try, fail, learn and try again. Respondents also reflected that HCD-style approaches are therefore likely to appeal to donors and sectors for whom experimenting and learning and iterating are a priority, and where space and resources exist for an HCD-style process (i.e. with adaptation after funding has been committed).

**There is growing interest in HCD and evidence of design thinking being funded in the FP/RH and other sectors by a range of donors.** Respondents suggested two important factors that influence the extent to which there is interest in using HCD in other contexts: 1) HCD’s ability to demonstrate impact; and 2) the extent to which HCD and its practitioners are able to build the capacity of other partners to ‘do HCD.’ On the first, there is currently little evidence on impact<sup>37</sup> – although we have presented evidence on the results of the Diva Program and Future Fab, which talks to the positive contribution HCD has played in Zambia and Kenya (Section 4.1). It is important to note potential sensitivities around how and when impact can and should be communicated: the early communication of the Diva Program as a success caused some frustrations within MSI, and led IDEO.org to reflect on its approach to communicating results. The second point – the extent to which HCD and its practitioners are able to build the capacity of other partners to ‘do HCD’ – is discussed in Section 4.3.1 above, and it is apparent that there are ongoing issues that need to be addressed.

**In spite of these potential challenges, it is clear that the use of HCD is being taken up by other donors and in other sectors.** HCD has received significant discussion in development sector dialogues.<sup>38</sup> In addition, the Foundation plans to convene a meeting of interested stakeholders to share ideas on HCD later in 2017/early 2018 (the HCD - University). Further, the US Agency for International Development (USAID) is currently supporting research with the goal of building a community of practice around Design

<sup>37</sup> Ramalingham (2016); reviews of the UK Department for International Development (DFID)-funded Amplify project: [http://iati.dfid.gov.uk/iati\\_documents/5556174.odt](http://iati.dfid.gov.uk/iati_documents/5556174.odt)

<sup>38</sup> <https://www.devex.com/news/what-is-human-centered-design-and-why-does-it-matter-89185>. We have noted discussions on HCD at international meetings, including at Social Capital Markets Conference (SOCAP) 2016, in Ouagadougou, and through an HCD ‘booth’ at the FP summit in London (July 2017).

Thinking in the public health field in developing countries. This is in addition to funding commitments to apply HCD in the FP/RH sector, and in other sectors,<sup>39</sup> by major donors.<sup>40</sup>

**MSI, the Foundation and IDEO.org have all taken steps to raise awareness of the work they have jointly done to apply HCD in the FP/RH sector. However, there does not appear to have been an overarching strategy to guide these efforts.** MSI and IDEO.org proposals set out intentions to undertake a range of activities to raise awareness of their work on HCD, including through focusing on storytelling to reflect insights in designing for youth through crafting and disseminating materials, visual exhibitions and films. There have been a number of efforts to implement these activities<sup>41</sup> such as blogs on the IDEO.org website, videos and creating a three-part documentary-style video series. But there is no evidence of an overarching strategy to guide this work, including to ensure relevant evidence has been gathered to demonstrate the impact of HCD; this appears to have been overlooked, in a focus on monitoring the impact of the solutions themselves.

**A central proposition by MSI and IDEO.org at the beginning of the partnership was that the FP/RH sector is 'ripe' for the application of HCD.** From our observations, 'ripe' appears to have been interpreted as the presence of a set of issues that traditional development design processes have struggled to effectively tackle. The nature of the challenge also appears to be amenable to HCD-style 'reimagining' – in particular the challenge of increasing access to FP/RH services. However, respondents have highlighted a number of features or characteristics of the health sector that may have caused difficulties when introducing new ways of designing programs.<sup>42</sup> There is clear evidence that the support provided by the Foundation, as a broker, counselor and flexible funding partner, helped overcome challenges relating to the specifics of the FP/RH context. It is our judgement that moving HCD to another sector may require similar facilitation by a supportive donor, although it is not clear to what extent other donors will offer the same flexibility as the Foundation; for example, both in Kenya in the context of the CIFF C4C grant and in the A360 program, there is a strong emphasis on delivering predefined targets and budgets.

**In broad terms, it seems highly likely that the conditions identified above exist in other sectors.** It is clear from work that IDEO.org and other HCD practitioners have done that HCD is amenable to work in other sectors. We have, though, been struck by the lack of evaluation of HCD interventions and we note wider concerns about the extent to which HCD is suited to tackling wicked problems, and systems rather than products.<sup>43</sup> In this light, it seems that the discrete nature of the SRH "service moment" – when the adolescent girl consults with the service provider – may have facilitated success. Additionally, there is evidence that the process as implemented in Zambia and Kenya has struggled more where institutional dynamics are complex – that is, where there are multiple actors with varying stakes in the process – hence, the need for a non-HCD approach being used by ICSF. It is our view that a systematic look at where HCD has been applied, and for which contexts it is most appropriate, would be a valuable contribution to the theory and practice for this emerging approach.

<sup>39</sup> Such as sustainable fisheries, agriculture, health more broadly, financial inclusion and sanitation:

<http://www.dalbergdesign.com/fisheries>; <http://www.cgap.org/blog/can-hcd-lead-digital-financial-solutions-smallholders>; <http://designmind.frogdesign.com/2016/06/conversation-drives-healthy-behavior-changes/>; <https://www.ideo.org/project/moneythink-mobile>; <https://hystra-consulting.squarespace.com/tbc-internal-report-2015>

<sup>40</sup> USAID, as part of the Translating Effective Practices from Research, Marketing and Design (TRANSFORM) Promoting Health, Adjusting the Reproductive Environment (PHARE) project, through PSI; DFID Amplify project: [http://iati.dfid.gov.uk/iati\\_documents/5556174.odt](http://iati.dfid.gov.uk/iati_documents/5556174.odt); the Gate Foundation and CIFF jointly fund A360: <https://ciff.org/news/adolescents-360/>

<sup>41</sup> <https://www.ideo.org/perspective/meet-the-divine-divas>; <https://vimeo.com/ideoorg>.

<sup>42</sup> For example, there is a strong emphasis on the use of evidence in the public health field, which clashed with the research methods used in the HCD inspiration phase. Constraints within the SRH sector may also limit innovation owing to the sensitivity of interventions (abortion).

<sup>43</sup> <http://www.ids.ac.uk/opinion/what-s-next-i-design-for-development>; <https://www.fastcompany.com/3045768/why-design-for-development-is-failing-on-its-promise>

## Conclusions

### 5. Conclusions



#### 5.1. Has HCD achieved what was expected?

There is clear evidence that HCD has worked in these two contexts to increase uptake of FP/RH services in amongst (largely) unmarried girls in urban areas; however, at this stage, there is less evidence of its ability to design sustainable solutions quickly at scale. HCD-designed solutions appear to be more effective than other solutions at reaching urban adolescents but, given the limited sample and lack of appropriate comparisons, this can be considered only a tentative conclusion. The extent to which solutions are seen as a success is significantly dependent on expectations; risks around unaligned expectations can be both anticipated and mitigated.



#### 5.2. Why has it worked?

We have outlined a number of factors that have contributed to the success of the HCD-experiment as described above, based around partnership-related, solutions-related- and HCD-related-factors. We draw conclusions on each below:



##### 5.2.1. Partnership-related Factors

**Based on our observations of experience in Kenya and Zambia, it is critical to agree clear objectives and measures of success up-front, articulate these in a strong brief and then evaluate against them.** It is also important to both re-visit these as the partnership context is constantly shifting and evolving, and thoroughly 'on-board' new players in the partnership, so their expectations of the process are aligned. Being clear on what resources are required to deliver the solutions – within and across organizations – is also critical.

**It is important to minimize the extent of changes in staffing during an HCD process,** and to mitigate the potential effects of any changes through clear documentation of process and decision making.

**Flexibility in contracting is key for HCD partnerships.** However, where context includes multiple partners with different views, incentives and expectations, it is important to consider how the grant could be structured for greater clarity on roles, responsibilities and accountabilities up-front.



##### 5.2.2. Solutions-related related Factors

**Evidence demonstrates that if progress against the design challenge is not continually reviewed, and if the design challenge is not sufficiently clear and explicit on target audiences/segments, there is a risk that HCD will focus on populations that are easier to reach** within fieldwork that is usually undertaken in a two- to three-week period. This appears to be one of the main reasons why both solutions are designed for an urban context, even though in both countries there was initially an explicit rural focus.

**It has been challenging to develop a single solution that can be applied to all of MSI's channels. Some flexibility seems necessary** – either in terms of this constraint or in terms of MSI considering the case for additional channels (as it has been informally doing in Zambia). Evidence suggests that a stronger preparation phase with a very clear design brief,<sup>44</sup> as well as the maturation of the long-term partnership between MSI and IDEO.org, will enable IDEO.org to better understand the constraints and opportunities within delivery channels. There is some evidence that this is improving in ongoing work in the Sahel.

**Our analysis of key informant responses suggests there is a misunderstanding about the focus of the HCD process, which is to design solutions that work and not to design innovative solutions *per se*.**

<sup>44</sup> If one solution is expected which works across multiple channels, it is important that this is clear in the design brief. This may not have been the case in Kenya and Zambia which contributed to mismatched expectations between MSI and IDEO.org.

Criticisms about lack of innovation are somewhat unreasonable, particularly in view of emerging results that suggest the partnership has produced a recipe that works for mobilizing, engaging and providing services to adolescent girls, with an emphasis on the user experience; and that this has the potential to be adapted for other contexts with similar target segments and population needs.

**Expectations about when (at what stage of the HCD process) and how quickly a scalable, sustainable solution will be reached were not commonly held.** This led to some tension between MSI and IDEO.org, and it is our view that this is important to address up-front, and as part of a more robust M&E plan.



### 5.2.3. HCD-related Factors

**Preparation: If you fail to prepare you should prepare to fail, or at least expect to have to do a lot of work to undo effects of lack of preparation.** Preparation in the MSZ and MSK processes received insufficient attention. We have concluded that this is a critical area to address in future applications of HCD, and as a crucial counterpoint to the inherent ambiguity of the design process.

**Inspiration: In Zambia and Kenya, design research was not seen to be credible, and did not meet the needs of MSI.** From our perspective, it seems important to give space for IDEO.org to get inspired and to marry this with mechanisms that ensure the use of existing evidence and contextual knowledge. Marrying design research with more in-depth ethnographic research, as is happening in the Sahel, is one way to address this. In addition, if inspiration is communicated as more of an ongoing process rather than merely a component, design research can be properly understood to be just the tip of the learning iceberg.

**Ideation: Ideation is fast-paced and experimental, consequently respondents reported that synthesis of findings in San Francisco is akin to a 'black box'; however there is also evidence that ideation is necessary and valued.** There is clear evidence that substantial work is needed to bring MSI up to speed on ideation, and to manage pressure points around transitions during ideation – specifically from rough to live prototyping and from live prototyping to piloting – including ensuring appropriate M&E systems are in place to inform decision making.

**Implementation: During the implementation phase, roles shift and accountability increases, which can create tension around whether expectations have been met.** A number of constraints play out when the solution goes live, and, while for HCD practitioners this is to be expected, the language of 'implementation' suggests to development practitioners that the solution should be 'done and dusted.'



## 5.3. What does this mean going forward?

### 5.3.1. Capacities and competencies needed to introduce and sustain HCD

**MSI capacity to do HCD is to some extent already in place in terms of more generic HCD skills, and has strengthened during the course of the partnership.** Evidence suggests that through more concerted effort by both IDEO.org and MSI, it should be possible to articulate a clear strategy for building MSI capacity to 'do HCD,' which may be different depending on the application in question (e.g. depending on the complexity, scope and scale of the design challenge, and the nature of the solution). However, the cultural shift required to institutionalize HCD should not be underestimated and is likely to require significant inputs from senior leadership within MSI if HCD is to truly become a widely accessible tool in MSI's suite of program design tools.

### 5.3.2. Does HCD hold promise for application in other social sectors or contexts?

**In our view, the potential for application in other sectors and by other donors is context-specific. Where specific contextual factors exist, it seems likely HCD has potential to be applied more broadly.** The importance of effective working relationships that are the basis on which HCD potential can be maximized and risks mitigated cannot be overstated.

## Recommendations

### 6. Recommendations

We have articulated 11 specific recommendations that are derived directly from the main findings and conclusions of the evaluation. The recommendations are intended to be used by the Hewlett Foundation and other funders considering or investing in HCD approaches, as well as by HCD companies and organizations implementing HCD approaches in the social sector.

By way of overview, these 11 specific recommendations can be grouped into three main related categories: continue and embed; monitor, learn and course correct; and act now. We have indicated the top priority recommendations in each of the categories with a star.

#### Continue and Embed



**Develop clear guidance for using HCD in partnership settings:** IDEO.org and MSI together should develop clear guidance for use at the start of a new HCD partnership – which could be used in other non-MSI applications of HCD – to help explain potential risks and mitigating strategies. This would be a valuable global public good.



**Strengthen the credibility of research in HCD:** Options to strengthen credibility of research include: 1) MSI commissioning more robust qualitative research to inform the inspiration process; or 2) IDEO.org up-skilling in the collection, analysis and synthesis of large amounts of qualitative data, and allocating more time to research, particularly in rural contexts. While the former side-steps the inadequacy of design research for client needs and could be less efficient, the latter would be a big investment on the part of IDEO.org.

#### Monitor, Learn and Adapt



**Promote shared understanding that the implementation phase involves iteration and learning,** and that undue pressure during piloting can potentially choke innovation and kill ideas with potential.



Communicate at an early stage (during live prototyping) what can be expected of the pilot phase, and consider any potential implementation constraints.



**Undertake a well-designed impact evaluation** of the application of HCD, that incorporates a wider sample with clearer comparisons. This would substantially add to the evidence base on the value and potential of HCD-designed solution



**MSI should establish goals for capacity building early in the project,** and define where on a spectrum of mastery-awareness it wants its team to fall by the end of the project. Identify who the HCD 'learners' are at MSI, and work with in-country management to discuss/evaluate the existing capabilities of these learners



**Develop a strategy to communicate to the wider sector the results of the experiment** of applying HCD in the SRH sector; this could be done together by the Foundation, MSI and IDEO.org.

#### Act Now



Pay greater attention in the preparation phase to: 1) establishing clear understanding of innovation appetite and associated risks, through engaging in honest conversations around openness to change (organization, cultural) and a deep consideration of how flexible MSI can be in its core operations in order to respond to adolescents' needs; 2) developing a shared

understanding of goals and what constitutes success, including defining the design challenge, getting clarity on segments and target populations, clarifying expectations on sustainability (viability) and scale (feasibility),<sup>45</sup> and identifying internal and external contextual factors and constraints; and 3) clarifying working arrangements, including the nature and requirements of the HCD process, engagement expected from in-county teams, roles and responsibilities, expectations of capacity building, key alignment/check-in moments with regional and global staff. Ideally, this process would be jointly facilitated by IDEO.org and MSI. Agreements should be captured in the design brief, to be reviewed and agreed by MSI management. It is important to bear in mind that the introduction of multiple constraints at the start of the design process risks stifling creativity. Explicitly discussing the trade-offs of introducing constraints, so that these are clear to all stakeholders, should help with managing expectations of tradeoffs and risks.



Synthesis of insights, and development, testing and decision-making of rough prototypes needs to be more inclusive and discursive, explicit and well documented. IDEO.org should complete synthesis in-country, together with MSI staff; or as a minimum look for ways to ensure MSI staff are front and center during ideation.



At the start of the project, both partners should co-create an M&E strategy that defines the intermediate outcomes that will be measured during live prototyping, and the ultimate outcomes that will measure the success of the solution. The M&E strategy should include the timing for when achievement of these indicators could be expected, and who will measure them, as well as a plan for where and how teams will gather them (e.g. one region vs. country-wide). This would also help establish a 'learning repository' that would systematize findings around universal success factors and those that are context-specific. This could be tested in the Sahel.



MSI should continue to build on recent successes in applying a more robust behavior change lens to programming, and extend this to a deeper understanding of structural constraints and norms. The inspiration phase could be grounded in a 'knowledge map', with clear opportunities for knowledge sharing.

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<sup>45</sup> Even though questions like scale often depend on the level of resources available, which implementers and designers often have limited control over, there are factors that practitioners can consider early in the design process that make sustainability and scale more likely.

# Annex

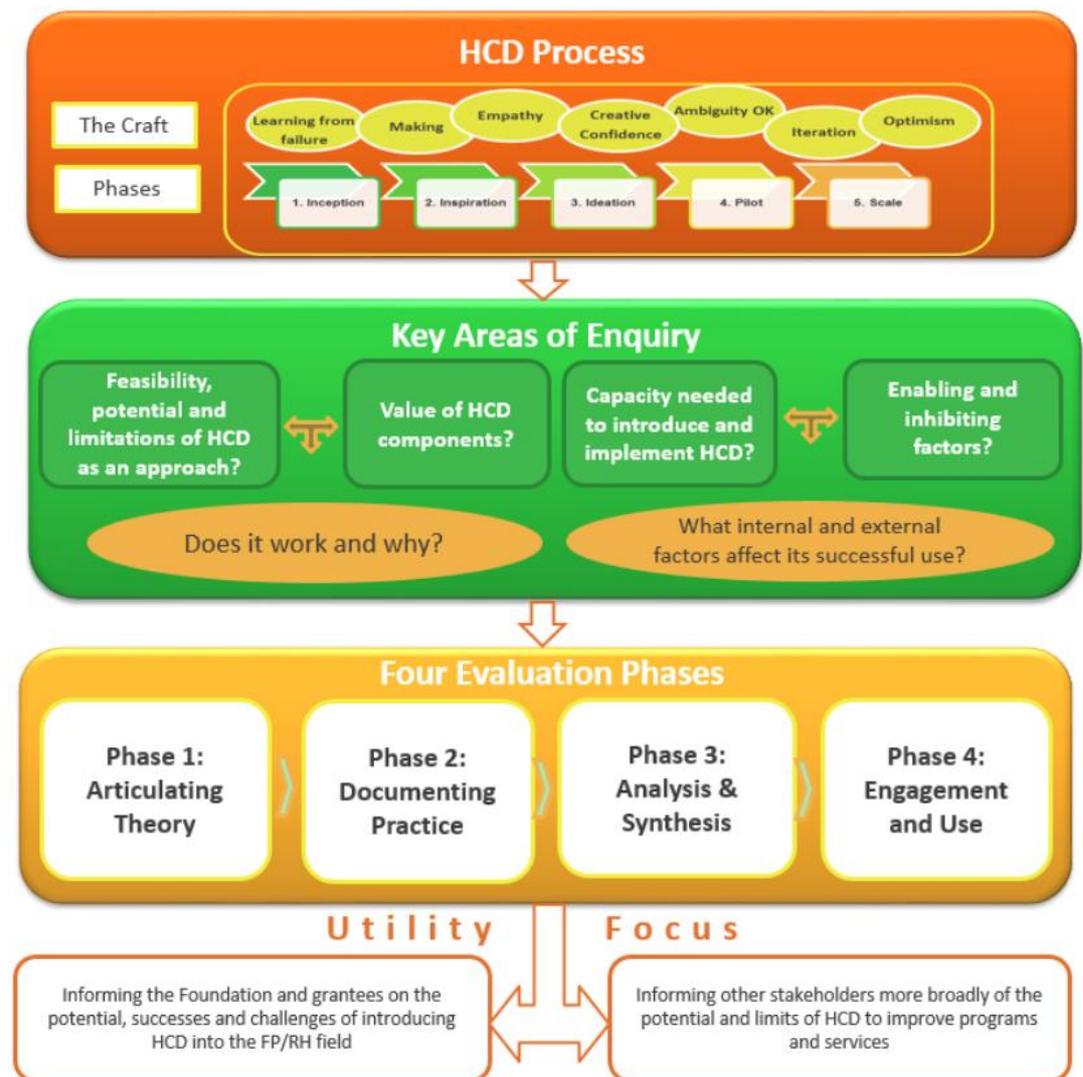
## Annex 1: Evaluation Approach and Methodology

This section presents the overall evaluation approach, the EQs, the data collection tools and the analysis methods that have been applied by the Evaluation Team (EvT) to answer such questions, as well as some limitations to our methodology.

### Overall evaluation approach

We approached the evaluation over the course of four phases, as highlighted in Figure A1.1; this report covers Phases 1 to 3. Phase 1, articulating the theory behind using HCD to improve FP and RH services for adolescent girls in sub-Saharan Africa, was a critical step in the evaluation. To do this we invested time in understanding and spelling out the different phases of and craft behind the HCD process in order to develop the ToC for the HCD process. This was developed and agreed upon in a collaborative manner with the Foundation, IDEO.org and MSI, drawing on explicit and implicit theories that these stakeholders had articulated in setting up their partnership on HCD.

Figure A1.1: Overview of evaluation approach



This evaluation is grounded in testing this ToC for HCD. A simplified ToC is presented in Figure 2 in the main body of the report, and a detailed description of this is here. In summary, the ToC describes how the joint work between MSI and IDEO.org, as partners with different areas of expertise, should increase uptake of FP/RH services by adolescent girls, and lead to better adolescent SRH. The ToC rests on the Foundation's overarching hypothesis that bringing together partners with different perspectives and expertise can solve persistent problems in RH.

### Evaluation questions

The full list of EQs is presented below in Table A1.1. These were refined based on consultation with the Foundation, MSI and IDEO.org.

**Table A1.1: Evaluation questions**

| Evaluation Questions   |
|--|
| <b>Framing Question 1: Does HCD work and Why?</b>  |
| <b>EQ.1</b> How do solutions designed using HCD work? How has the HCD process contributed to their effectiveness and sustainability?   |
| <b>EQ.2</b> What is the relative contribution and value of each of the components and design mindsets of HCD the process of designing an effective and sustainable solution?   |
| <b>EQ.3</b> What have been the key successes and challenges of applying HCD to increasing access and uptake, including for scalability and sustainability?   |
| <b>EQ.4</b> What is the value of HCD-designed solutions compared with other youth RH models? What is the value of the IDEO.org HCD-designed solutions in Kenya and Zambia compared with other HCD-inspired models (e.g. Tanzania)? |
| <b>Framing Question 2: What external and internal factors affect its uptake and success</b>  |
| <b>EQ.5</b> What does it take to effectively introduce and maintain the key capacities needed for developing and sustaining HCD processes?   |
| <b>EQ.6</b> To what extent and why does HCD hold promise for application by other donors and in other social sector fields or contexts?  |
| <b>EQ.7</b> What factors have enabled and inhibited success?   |

### Data collection methods and analysis

To answer the EQs, the review team applied three different data collection methods:

### Literature Review

#### Internal literature

An extensive literature review was carried out in Phases 2 and 3 of the evaluation to support the articulation of the theory behind HCD, the development of the ToC and the actual application of HCD in Kenya and Zambia. Documents were collated from the Foundation, IDEO.org, MSI (HQ and country levels) and ICSF. As anticipated, the comprehensiveness of documentation of the HCD process was limited, particularly around the preparation phases and the process of translating insights to prototypes. The EvT mitigated this to an extent by augmenting the literature review with the inclusion of email correspondence.

#### External literature

In Phase 3, the EvT undertook a literature review of HCD practice in the international development sector, drawing on secondary literature, as well as grey literature from A360.

## Key informant interviews

Key informant interviews formed a core component of the evaluation methodology during Phases 3 and 4 and were leveraged to fill in gaps in internal literature around the HCD process. Stakeholders were initially mapped by the EvT; this mapping was added to in a snowball manner as the evaluation progressed. The EvT identified three categories of respondents and sampled them accordingly (see Table A1.2). Interview guides were tailored by phase, in line with the category of respondent, as well as the development of the ToC and understanding of the reality of implementation of HCD in Zambia and Kenya.

**Table A1.2: Categories and numbers of key informant interviews**

| No           | Category  | Definition   | No.       | %           |
|--------------|-----------|--|-----------|-------------|
| 1.           | Internal  | Those who have been directly involved in the HCD process to design the interventions for MSK and MSZ (i.e. IDEO.org, MSI and the Foundation)   | 44        | 55%         |
| 2.           | Connected | Those who have an understanding of HCD but have not been involved directly in the HCD process for MSK and MSZ; they may have been involved in the introduction/oversight of HCD and HCD-designed interventions (MSI, the Foundation, users of HCD interventions, Ministry of Health, other donors) | 26        | 33%         |
| 3.           | External  | Not involved in HCD, but with a view on the SRH field and/or other sectors (other funders, RH experts)   | 10        | 12%         |
| <b>Total</b> |           |  | <b>80</b> | <b>100%</b> |

## Country case studies in Kenya and Zambia

At the heart of the EvT's methodology were two visits to each of the program countries: Kenya and Zambia. Visits facilitated further documentation and understanding of the HCD process (including enablers and constraints) and its application in the design of Diva Centers (MSZ) and Future Fab (MSK), and refinement of the ToC.<sup>46</sup> This was achieved through key informant interviews, site visits<sup>47</sup> and focus group discussions with HCD participants, intervention beneficiaries (i.e. adolescent girls) and Diva Connectors. Furthermore, in each country, the EvT led Journey Mapping and FfA workshops with key MSZ and MSK staff. These workshops utilized interactive and visual techniques, enabling the MSZ and MSK teams to work through their experience of the HCD process and reach conclusions based on consensus. Visuals and the data generated through the workshops were discussed and refined via three virtual workshops, one with the Foundation and two with IDEO.org. See Annex 3.

## Analysis

The programmatic ToC was the primary frame for analysis, facilitating the EvT to compare the theory with the practice. This approach supported the EvT to fully address the EQs. The EvT systematically coded internal documents, key informant interviews and workshop data using qualitative analysis software (Dedoose), against a pre-defined and pilot-tested coding frame initially, later supplemented by emergent coding. Excerpts were extracted and reviewed in line with the EQs and weight of the evidence. A number of specific analytical approaches were adopted to support this:

- **Contribution Analysis:** *The ToC analysis provided the basis for Contribution Analysis,<sup>48</sup> enabling the EvT to address questions on the relative value of individual components of the HCD-designed solutions.*
- **FfA:** *In-country workshops with key stakeholders utilized interactive, visual techniques to work through the HCD process and reach conclusions based on consensus. Visuals and the data generated through the workshops were discussed and refined via three virtual workshops, one with the Foundation and two with IDEO.org.*

<sup>46</sup> Country visits have also aided in ensuring full participation and buy-in from the MSZ/K country teams in the evaluation.

<sup>47</sup> Diva Center in Kalingalinga, Zambia; Marie Stopes clinic in Eldoret, Kenya.

<sup>48</sup> The ToC analysis required a number of the steps that form part of contribution analysis: 1. Set out the attribution problem to be addressed; 2. Develop a ToC and risks to it; 3. Gather the existing evidence on the ToC; 4. Assemble and assess the contribution story, and challenges to it; 5. Seek out additional evidence; 6. Revise and strengthen the contribution story

- **Organizational Development and External Environment Analysis:** The 7S model of organizational effectiveness<sup>49</sup> was used to offer a structured way to approach questions of capacity development through looking at the following seven areas: strategy, structure, systems, shared values, skills, style and staff.

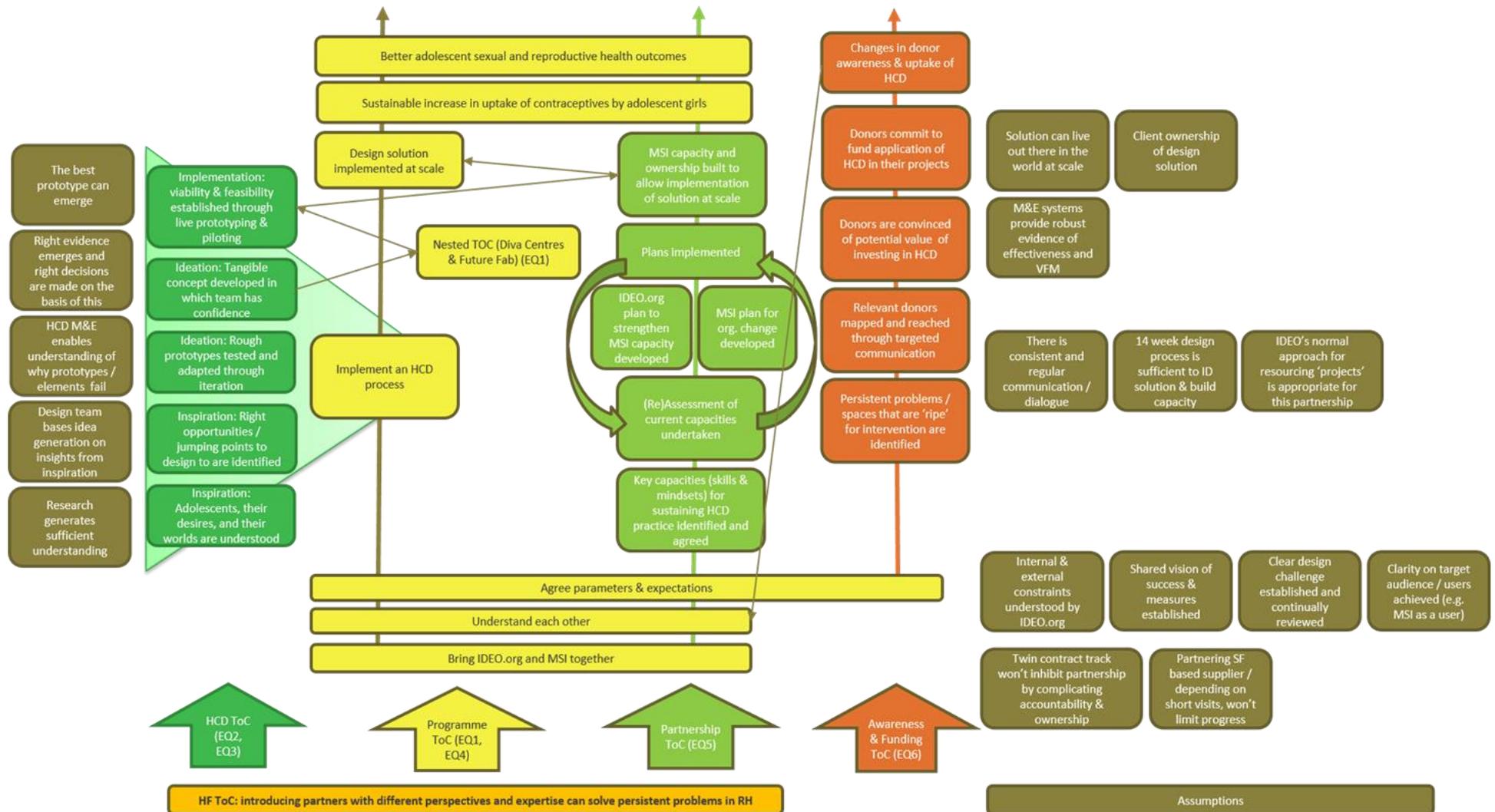
## Challenges and limitations

As highlighted in the Inception Report, some challenges and limitations were anticipated by the EvT; however, the EvT mitigated them as far as possible and are confident that they have not undermined findings. Challenges and limitations are detailed in Table A1.3.

| Challenge/limitation   | Mitigating strategy   |
|--|---|
| Limited opportunities for the EvT to observe the HCD process being implemented and limited ability to track (firsthand) the HCD process in each country. | <ul style="list-style-type: none"> <li>▪ <i>Joined the Zambia ‘design sprint’ during Phase 1.</i></li> <li>▪ <i>Visited IDEO.org’s San Francisco office and took part in a mini design challenge.</i></li> <li>▪ <i>Explored opportunities to observe HCD in other contexts, e.g. drawing on experience with A360.</i></li> </ul>   |
| Insufficient documentation to construct a detailed map of the HCD processes in Zambia and Kenya.   | <ul style="list-style-type: none"> <li>▪ <i>Supplemented document review to include email correspondence.</i></li> <li>▪ <i>Focused key informant interviews to gather information relevant for mapping the HCD process.</i></li> <li>▪ <i>Conducted journey mapping workshops in each country and consulted the Foundation, IDEO.org and other MSI stakeholders remotely on the findings.</i></li> </ul>   |
| High turnover of staff at MSK and IDEO.org limits our ability to interview people that have been involved in the HCD process.                            | <ol style="list-style-type: none"> <li>1. As far as feasible, the EvT, tracked down people who were involved in the earlier HCD stages in Zambia and Kenya.</li> <li>2. The EvT focused our enquiry in Kenya on the latter stages of the HCD process, where there are more key informants and better documentation.</li> </ol>  |
| Much of the evidence for this evaluation comes from interviews with MSI and IDEO.org, therefore there is the potential for data bias.                    | The EvT mitigated potential bias in this largely qualitative dataset by sampling from a wide range of respondents and triangulating perspectives. Interviews were carried out using a semi-structured interview guide and wherever possible interviewers probed for concrete examples and documentation.  |
| Timeframe and time lag of the evaluation.  | The Foundation, MSI and IDEO.org continue to work closely together in partnership. The EvT was cognizant of this ongoing collaboration and as such there was no hard cut-off point in terms of the timeframe of the evaluation. During the period of the recent partnership, some of the findings identified by the EvT have already been recognized by the stakeholders and are to an extent being addressed. This is to some extent mitigated by the fact that this is a formative evaluation and this limitation does not threaten the ability of the evaluation to observe changes and to develop findings and recommendations. |
| Identifying appropriate comparison projects.   | We had planned to compare the change seen in Kenya within the Future Fab to that seen in service delivery sites which IPAS supports. Ultimately this proved inconclusive given the unavailability of comparative IPAS data. A similar comparison was not possible for Zambia as we were not able to identify a comparable model. The EvT explored options for comparison models in Zambia with PPAZ, Arrested Development, Dreams and Youth Friendly Corners funded through the MDGi fund but not were considered to be suitable comparisons.   |

<sup>49</sup> <http://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-the-7-s-framework>

## Annex 2: Theory of Change Diagram and Narrative



The goal of HCD is to produce desirable, feasible, viable solutions that achieve impact at scale. HCD takes a suite of diverse methods and tools and uses these to gain a deep understanding of the real needs and desires of those who are being designed for, the context in which they live and the relationships that matter to them; apply an intentional and thoughtful approach generating and rapidly testing a host of possible ideas around the specific design challenge; and finally launch a complete and coherent solution in the real world, bringing in as many operational realities as possible and continuing to iterate around realities until the solution can be scaled for impact.

While these methods and tools may not all look significantly different from those found in the toolkit of a seasoned qualitative researcher or anthropologist, **a human centered designer executes these in a particular manner, using a guiding philosophy best understood as ‘design mindsets’**. The core mindsets are empathy, optimism, iteration, creative confidence, making, embracing ambiguity and learning from failure. There is a belief that designing with these mindsets will create solutions that are durable because they are desirable.

**Together, these mindsets embody a philosophy of ‘letting one thousand flowers bloom’**, having an open mind to all the possibilities and ‘giving oneself permission’ to experiment, fail, question, learn and create numerous times. While one thousand flowers may bloom, there is also a judicious process of pruning, and not being precious about certain ideas that are just never going to bloom, cutting them away and having the confidence to believe new ideas will emerge in their place. This process is often described as one of diverging (letting the garden go wild), then converging (pruning), then diverging and converging again. The experienced designer knows what to prune and what to let grow – and when – based on both a number of analytical frames that stress test various ideas and an intuitive sense of when there is enough – enough research, enough ideas, enough testing, enough iterating – and when the ‘right’ solution has been found. There is a belief that this intuition is the result of applying the mindsets.

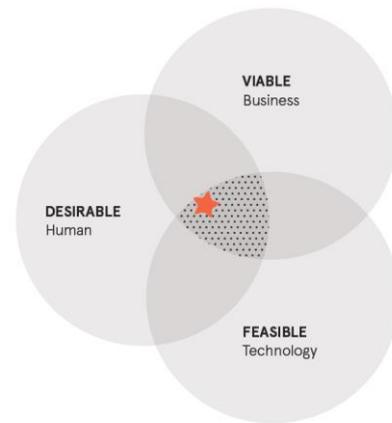
While the tools are applied within the context of these mindsets, they are also designed to *encourage* the application of these mindsets. For example, HCD requires empathy, which can only be gained through a deep and authentic understanding of someone’s world. This deep and authentic understanding is cultivated through ethnographic immersions, which themselves require empathy. The feedback loop between methods and tools, and mindsets is captured in Figure A2.1, below.

It should also be noted that not all of the tools and methods are ‘hard’ methods used to collect, analyze and synthesize data and generate ideas from this data. **Some methods are best described as ‘soft’ methods or principles**, which sit on the interface between tools and design mindsets. These softer methods include teamwork (including the ability to nurture positive tension between team members who work in different ways, and the ability to bring everyone along at the same pace), the ability to know when ‘saturation’ has been reached and intuition around what ideas to prune and what to nurture. We discuss these soft methods together with mindsets.

**The diverse suite of methods, together with the mindsets, is applied across three interlocking, non-linear phases:** inspiration, ideation and implementation. Below we describe our understanding of the building blocks of each phase, how they are applied (how the principles animate the structure), what the desired outcome is and what the assumptions are that underpin each phase. We also try to theorize what capacity-building blocks might be necessary to support non-designers to apply these methods and mindsets at each phase, though this thinking is at a very early stage and needs to be worked up in the next phase of the evaluation.

**For the purposes of this ToC, the building blocks are necessarily presented in a linear fashion.** However, we recognize that these may be applied in different ways and in some cases not at all, depending on the design team and context; and that their use will probably not be linear, but include circling back and iterating in response to user feedback and deliberation by the design team. With this ToC we are articulating a ‘best case’ scenario, which may not always reflect messy reality, but it is in the convergence and divergence between the theory and the practice that we learn what works and what doesn’t and why.

For each phase (inspiration, ideation and implementation), we present our thinking to date on the building blocks, the principles, the outcome, assumptions and capacity building.



## Inspiration

This phase is about better understanding people, observing their lives, hearing their hopes and desires, and getting smart on the design challenge. IDEO.org Field Guide to Human-Centered Design

### The building blocks

The inspiration phase necessarily starts with the identification of a design challenge, an aspirational opportunity to improve the human experience. In the case of the Foundation's support to the IDEO.org/MSI collaboration, this design challenge was initially framed as access and uptake of FP services by youth and further refined to focus specifically on adolescent girls. It may be that it is further refined to focus on, for example, increasing engagement of husbands or parents as understanding develops of the challenge and daily realities of girls' lives. This design challenge is kept under constant review and should be continually refined.

Once a design challenge has been identified, a period of learning and secondary research takes place to help increase contextual understanding of the problem, understand hypotheses and what has been tried before and ultimately better define research questions and methodologies, which is the next building block. The goal of secondary research is to promote informed intuition during primary (field) research. There are a range of practical tools and methods that are applied in the field to gain insights about users and their worlds, including interviews, immersions and a range of visual exercises and visual stimuli that act as conversation starters. Four categories of technique are promoted: ASK – how things are, LOOK – observe real struggles, TRY – how it really feels through living the realities of target users or through working in a clinic. For example, BORROW – using analogies to communicate concepts and check understanding. This combination of ethnographic approaches and participatory action research methods enables researchers to:

- *Engage users – and others who are important in their worlds - in dynamic conversations to learn about their needs, hopes, and fears, to learn what really matters to them.*
- *Observe what the person does; how they do it (and what feelings and emotions accompany this 'doing'), and why they behave in that way.*
- *Immerse themselves in situations and experiences of users.*

Within the inspiration phase there are feedback loops, constant adjustment of research tools and methodologies and even some early 'aha' moments that are more usual within the ideation phase.

### Principles

Inspiration starts with *creative confidence* that the design challenge that has been identified can be met. It is about trusting that, as long as you remain grounded in the desires of the communities you are engaging with, ideas will evolve into the right solutions to the design challenge.

*Empathy* is at the heart of the inspiration phase, and indeed the inspiration phase is often described as 'developing empathy'. Designers empathize to discover the expressed and hidden needs of people in order to design meaningful solutions to meet their needs and desires. The inspiration phase is the foundation for the 'informed intuition' that is required to identify opportunities and generate ideas to take advantage of these opportunities during the next phase.

The inspiration phase is also about 'living in the question' rather than seeking answers, *embracing ambiguity*. It's about constant curiosity, and the exercise of ingenuity in applying different lenses to people's reality. While the planning and development of research methodologies that precedes the field phase of research is critically important, there is constant adjustment of research tools and methodologies, and development of new ones in order to get new insights and new perspectives.

The process of immersion and developing empathy is underpinned by flexibility and team working. Regular (daily) team debriefs help ensure the team has a shared understanding, disseminates insights and moves at the same pace towards identification of identification of opportunities.

'Pruning' is also an essential part of design principles. This involves subjecting a broad range of ideas to multifaceted frames of analysis to determine whether they are relevant, important and appropriate, in order to condense down to set of jumping points to design to. The concept of 'jumping', taking a leap, is also important. It is rare that there will be a direct and exact line of sight between insight X and solution



Y; at some stage, the design team has to take a leap because they have a collective reason to believe they have identified the right 'jumping point'. This too takes *creative confidence*.

### The outcome

The outcome of the inspiration phase is a deep understanding of users' lives and, through this, identification of the right opportunities – 'jumping points' – to design to.

### Assumptions

- *Design challenge is articulated clearly and captures the problem and/or vision at the appropriate level, and can be met. Creative confidence exists.*
- *Selected methods, including time available, are appropriate and sufficient to gather relevant information.*
- *Interview guide provides structured freedom to explore issues, and research is sufficiently skilled to follow relevant unexpected lines of enquiry without getting sidetracked.*
- *Research team is skilled and flexible enough to employ range of research methodologies (e.g. 'extreme' and 'mainstream' respondents) to maximize value of immersion and gain deep insights and empathy.*
- *Research team knows when 'enough is enough' and when they need to go back to gather more information.*
- *Capture of learning provides a basis to identify 'opportunities to design to'. Assumption that design team has experience and confidence to know what opportunities are and which are the right ones to design to (through application of analytical frames).*
- *Team has sufficient resources to support effective synthesis and reflection on 'jumping points'.*
- *Research is sufficiently robust to surface relevant insights from a wide range of users and key stakeholders.*

### Capacity building

At this early stage, IDEO.org works with partners to design their interaction on the project. Prior to going deep into the design process, IDEO.org has a series of conversations and a kick-off meeting with partners in order to craft each partner's role in the process and make sure they understand the value of participating in key activities within the design process, such as field research, brainstorming sessions and workshops.

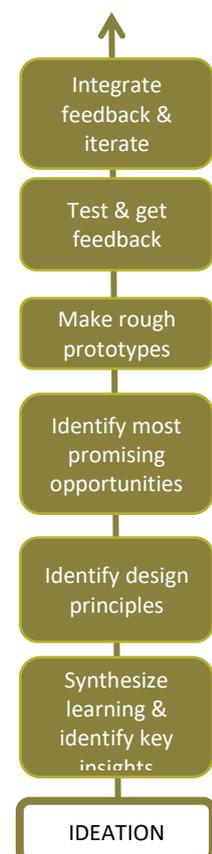
A core team and an extended project team are established, which include partner staff. The core project team participates closely in many activities within the design process, from research to ideation to prototyping. The extended team typically guides the core project team and is involved at critical junctures throughout the process, including the kick-off workshop when the project is framed.

Capacity building takes place in this phase through partner staff observing, engaging and applying design thinking methods and mindsets to core activities, including identifying and refining a design challenge, designing research and conducting research.

### Ideation

Ideation is about sharing learnings in the team, surfacing insights from a vast amount of data, and transforming these insights into opportunities for design and these opportunities into a fully-fledged concept.

'Ideation is trying to get opportunities tangible. What is the offer, what would we build, what would the solution be?' Patrice Martin, IDEO.org, pers. comm., 14 September 2016.



### The building blocks

The starting point of the ideation phase is the sharing of ideas within the team:

'Because teamwork is so critical to human-centered design, IDEO.org teams download their learnings as groups' (IDEO.org Field Guide to Human-Centered Design). At the beginning of ideation, vast amounts of data are brought together and shared through storytelling and visual tools. Frameworks help synthesize

data and get clarity on key themes, patterns and priorities. There are numerous frameworks that are used to organize data – journey maps, relational maps and 2x2s, are some of the most common – to focus down on the most important insights and generate ideas, for example through brainstorming, mash-ups, bundling ideas and drawing.

One of the main outputs of this phase of synthesis and idea generation is a set of design principles. These are unifying elements that guide the design, enabling iterations of design concepts to ‘stay on course’ or true to the insights that have emerged from research. They are short and memorable phrases such as ‘talk like people talk’ or ‘keep women at the center of the business’ (IDEO.org Field Guide to Human-Centered Design). Like all else, they evolve and are refined during the ideation process.

**Desirability** – Does someone want this?

**Feasibility** – Is it possible to create this solution? What are the constraints to get this out in the world?

**Viability** – Does the organization have the operational bandwidth (capability and capacity) to put the solution out into the world?

During ideation, while people are encouraged to follow their hunches, and are given permission to be divergent, there is an intentional and structured process of generative questioning around ideas that emerge: Who would want it? What would make them want it? What makes it sticky? Why would a partner be motivated to implement this? Why might this solution be a good one? Asking these questions allows designers to think about not only the desirability of ideas, but also the feasibility and viability, enabling the most promising idea or ideas to emerge. And if these questions can’t be answered, then further inspiration is sought by going back to the field to learn more, or by circling back to secondary data.

At this stage, other approaches utilized include seeking out analogous inspiration by breaking down a challenge into general terms (such as, what are inspiring models to create loyalty to a product or service?), and then look across other industries, organizations and challenges that might serve to inform the design challenge at hand.

As concepts are identified, design teams create rough prototypes to quickly test ideas. Ideas have lots of testable components, so the development of prototypes needs to focus on what needs to be learned from the testing, and which components will provide these answers. Prototypes tests ideas, and field testing these ideas with users provides critical feedback. Following testing, there is further iteration, refinement and building, until a solution is ready to go out into the world.

Rapid Prototyping is an incredibly effective way to make ideas tangible, to learn through making, and to quickly get key feedback from the people you’re designing for. Because prototypes are meant only to convey an idea—not to be perfect—you can quickly move through a variety of iterations, building on what you’ve learned from the people you’re designing for. Rapid Prototyping means that you’re building only enough to test your idea, and that you’re right back in there making it better once you’ve gotten feedback. IDEO.org Field Guide to Human-Centered Design

## Principles

Numerous design mindsets are enacted at this phase, including creative confidence, optimism, embracing ambiguity, making, learning from failure, iterating. It takes *creative confidence* to jump from data to insights and insights to opportunities and design concepts. There also needs to be comfort with *ambiguity*, confidence that clarity will emerge from chaos. The fact that sometimes it feels like one step forward and two steps back also takes huge amounts of *optimism*. And, more so than with any other part of HCD, *making*, *iterating*, and *learning from failure* drive the process: making rough prototypes, testing them, learning what works and what doesn’t and then making and trying again. This also takes an enormous amount of *optimism*!

In terms of softer skills, multidisciplinary teamwork is particularly important at this stage, and a comfort with different ideas and design temperaments ‘rubbing’ against each other. Also important is the ability

to strike a balance between staying too long in analysis and jumping too fast to promising solutions (optimum pace). Finally is knowing what questions to ask and when (relevant questioning).

### The outcome

The outcome of ideation is a tangible concept that the team has a high degree of confidence in.

### Assumptions

- *Applying mindsets will enable designers to intuitively know which ideas to prune and which to nurture.*
- *Ideation tools and methods embody mindsets.*
- *Structured frameworks for analysis will sufficiently introduce filters around viability and feasibility without these stifling creativity.*
- *Creative confidence exists to enable ideas to be generated, without team members being precious about 'their' idea*
- *Relevant skills exist to enable prototypes to be developed ready for testing*

### Capacity building

Capacity building takes place in this phase through partner staff observing, engaging and applying design thinking methods and mindsets to synthesizing learning, identifying key insights and design principles, generating ideas, developing prototypes of promising ideas, testing and iterating. While the core team are embedded in this process, the extended team comes in to help determine which opportunities to pursue for concept development and prototyping.

### Implementation

Implementation brings a solution to life, and to market. Partnerships are built, business models are refined, the idea is piloted and adjusted based on this pilot, and then the solution is put out there at scale.

IDEO.org, Field Guide to Human-centered Design

### The building blocks

Rough prototypes were built and tested, including with users, during the ideation phase, and refined to the point where there was real confidence in a prototype that could go 'live'. Live prototyping is the transition between ideation and implementation. A live prototype is one of the most powerful ways to test your solution in the marketplace. Until now, your prototypes have been rough, and they have done only enough to convey the idea you wanted to test, and/or focus on specific elements of an overall, coherent solution. A live prototype, however, gives you a chance to stress test your solution in real-world conditions. It can run from a few days to a few weeks, and is a chance to learn how your solution works in practice. Live prototypes are all about 'understanding the feasibility and viability of your idea' (IDEO.org Field Guide to Human-centered Design). Live prototyping takes a solution to the market in a small way, continuing to test and refine based on feedback from users. If you have the right offer in a live prototype you are moving toward a pilot.

If a Live Prototype (p. 135) is a quick look at how your solution behaves in the marketplace, a Pilot is a sustained engagement. Pilots can last months and will fully expose your solution to market forces. At this point you're not testing an idea—Should my product be green? Do I need a different logo? — You're testing an entire system. Ideally you'll have run a few Live Prototypes before going to Pilot so that some of the kinks are worked out. During a Pilot you'll fully execute on your idea finding out if it truly works the way you envisioned by running it with all the staff, space, and resources necessary.

IDEO.org, Field Guide to Human-centered Design



Piloting is where you take the solution to the market within the context of real organizational and contextual constraints. Piloting helps identify and address these constraints, building partner capacity to make the solution a success. While iteration still happens, there is much less iteration than in the live prototyping phase. Piloting is a longer-term test of the solution and a critical step before going to market.

## Principles

*Iterating* continues, as does *creative confidence* and optimism that solutions can be found to real world constraints encountered during live prototyping and piloting. The principles at this stage are about continuing to tweak, changing your focus from idea generation to operational realities, asking: How do you define success? How do you communicate your solution to partners, consumers, funders? How will this be funded going forward? How do you know you are having the impact you want? Learning from failure continues, but the failures should be smaller and smaller.

By this stage, the client (whoever commissioned the design) should be starting to take up the reins, and eventually move into the driving seat and assume full control of implementing the solution. Work done in all previous stages to ensure buy-in and ownership should come to fruition during implementation. This stage may require a different set of skills and capabilities to inspiration and ideation. Knowing when and how to hand over to the client is an important soft skill.

## The outcome

A fully developed solution that meets the design challenge and can be scaled for impact.

## Assumptions

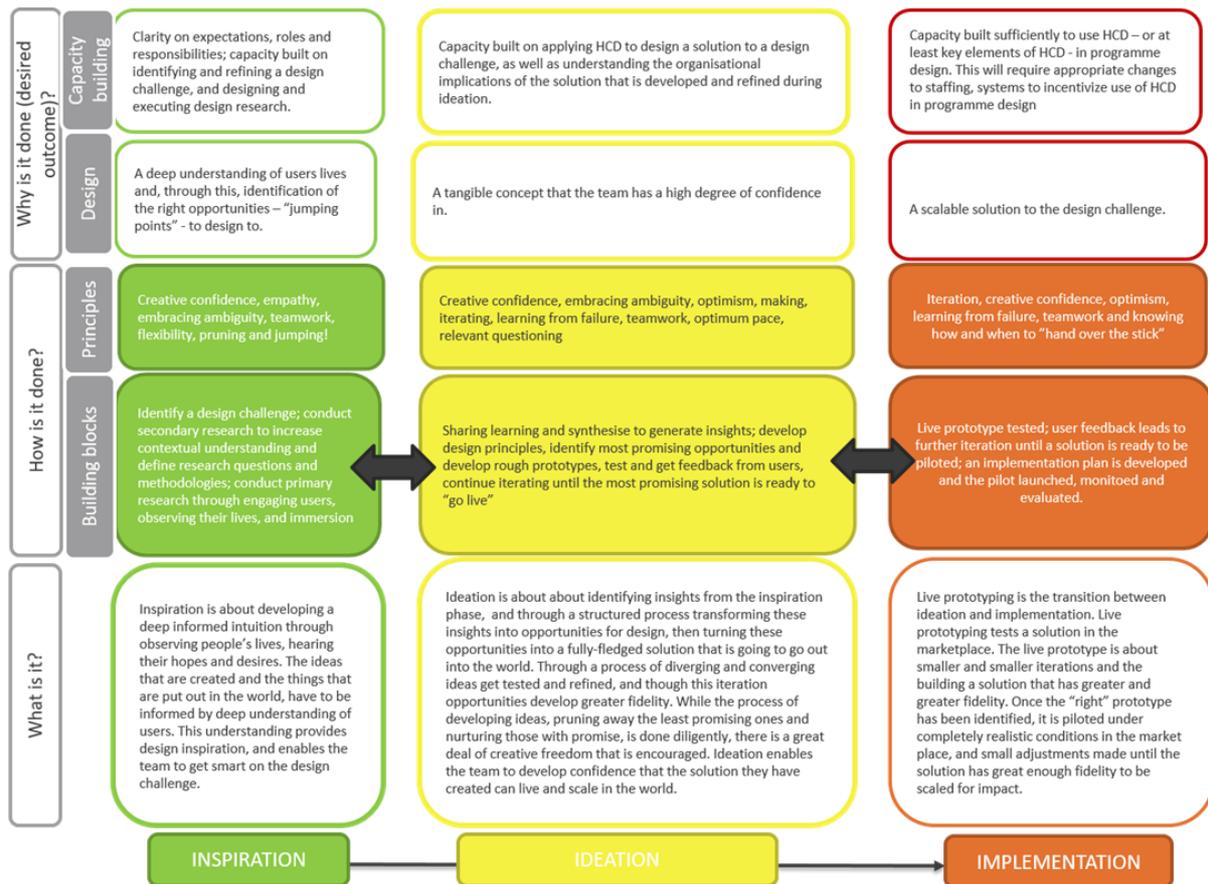
- *Partners own solutions and have capacity to implement them.*
- *Relevant indicators are defined and tracked.*
- *Together with desirability, viability and feasibility considerations are sufficiently robust to determine if the solution is scalable and sustainable.*

These building blocks are applied differently, depending on context, to enable the design process to address the design challenge. Together, they can be represented in an overall ToC outcome diagram like the one below in Figure A2.1. We recognize that this is a simplified construct, but this is necessary as the basis from which to 1) surface assumptions, 2) understand the cause-effect logic underpinning HCD and 3) provide a framework for measurement. We recognise that the reality is much more dynamic and iterative, with short feedback loops and circling back within each of the phases (inspiration, ideation, implementation).

## Capacity building

Through partner staff observing, engaging and increasingly independently applying design thinking methods and mindsets to prototyping, iterating and launching a promising solution as a pilot.

Figure A2.1: Simplified ToC outcome chain diagram

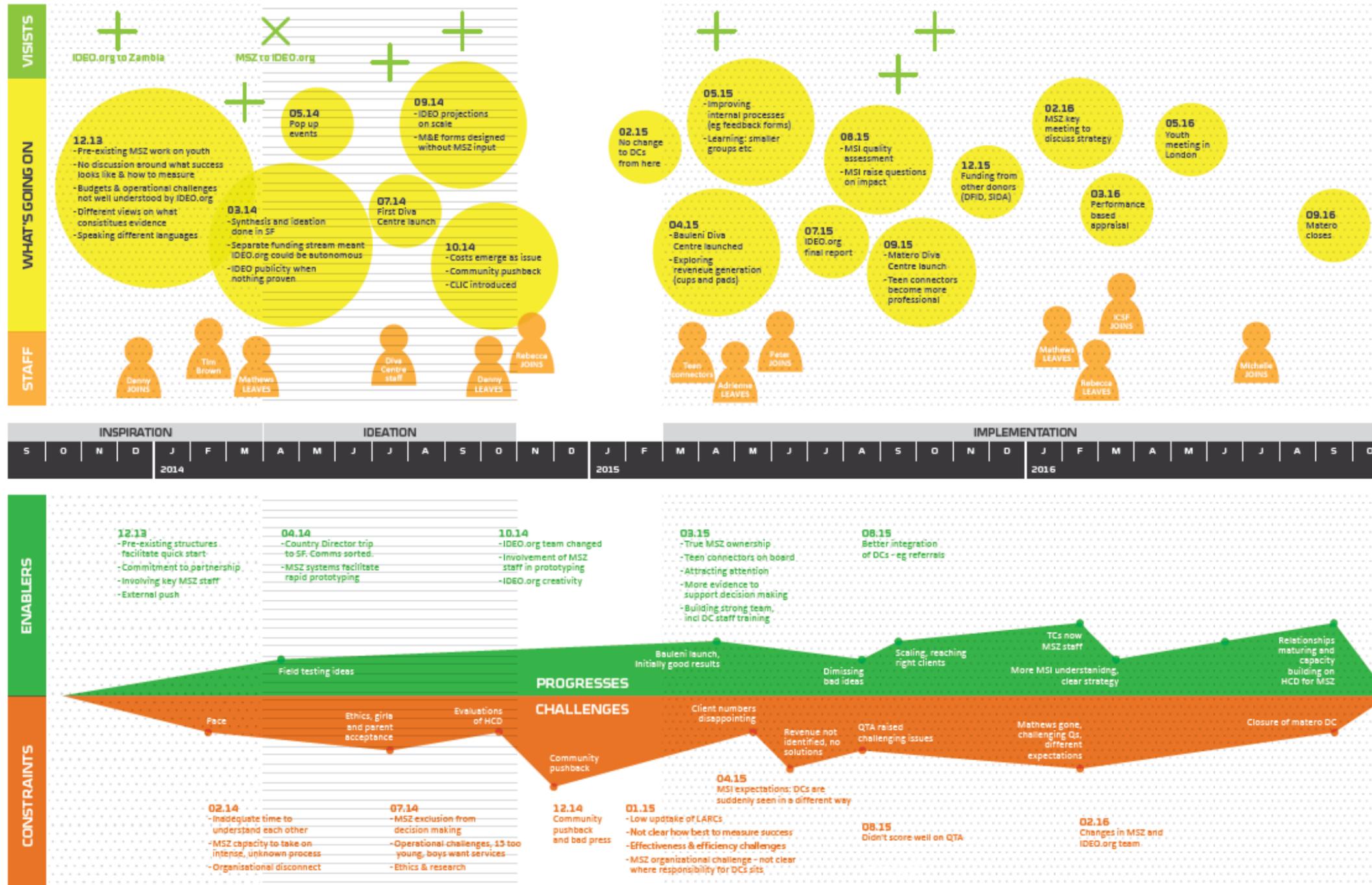


## Annex 3: Journey Maps

### Zambia Journey Map

# MARIE STOPES zambia-ideo.org PARTNERSHIP TO APPLY HCD IN ADOLESCENT REPRODUCTIVE HEALTH SPACE

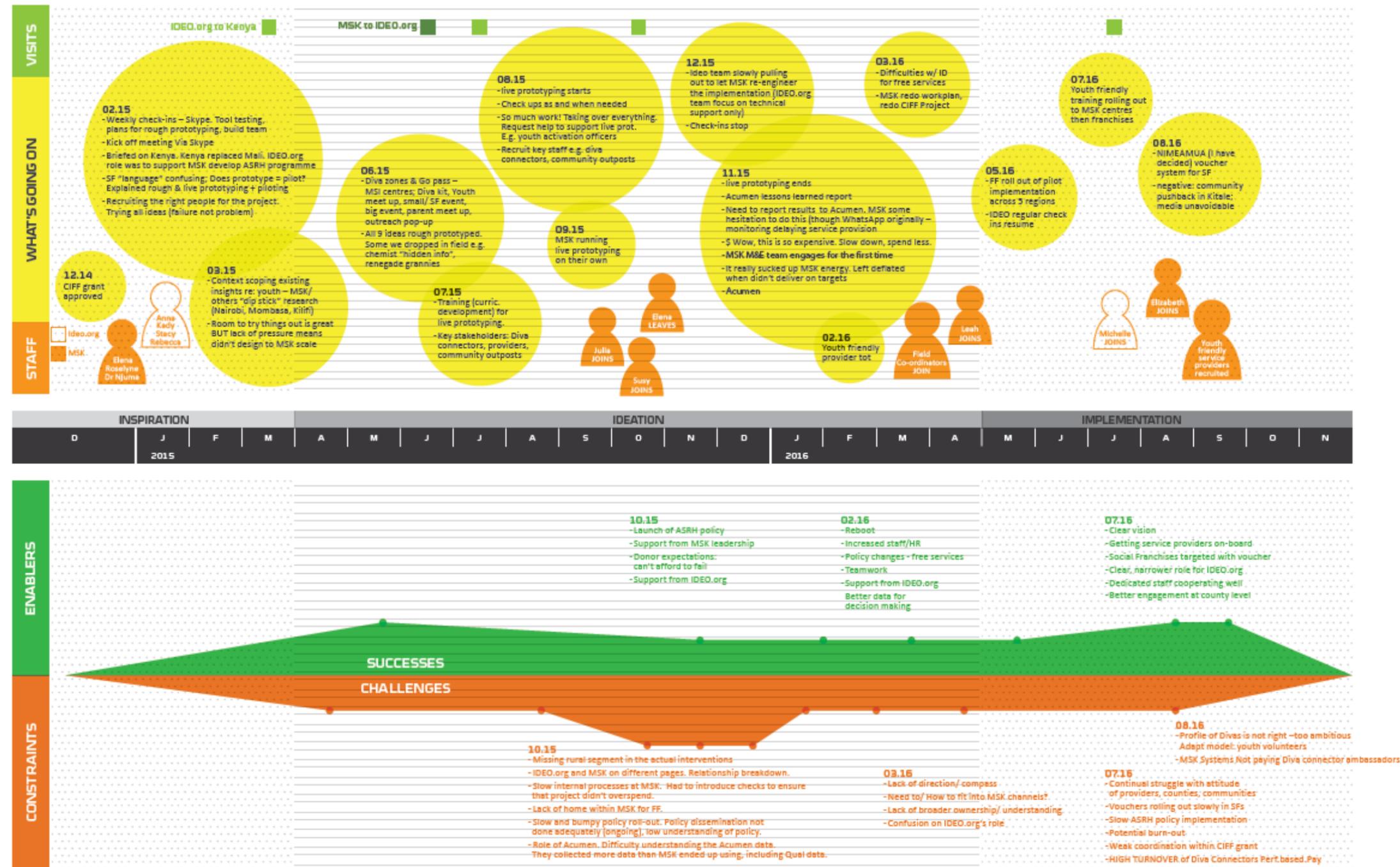
Design Challenge: How might we increase youth participation in sexual and reproductive health services in Zambia?



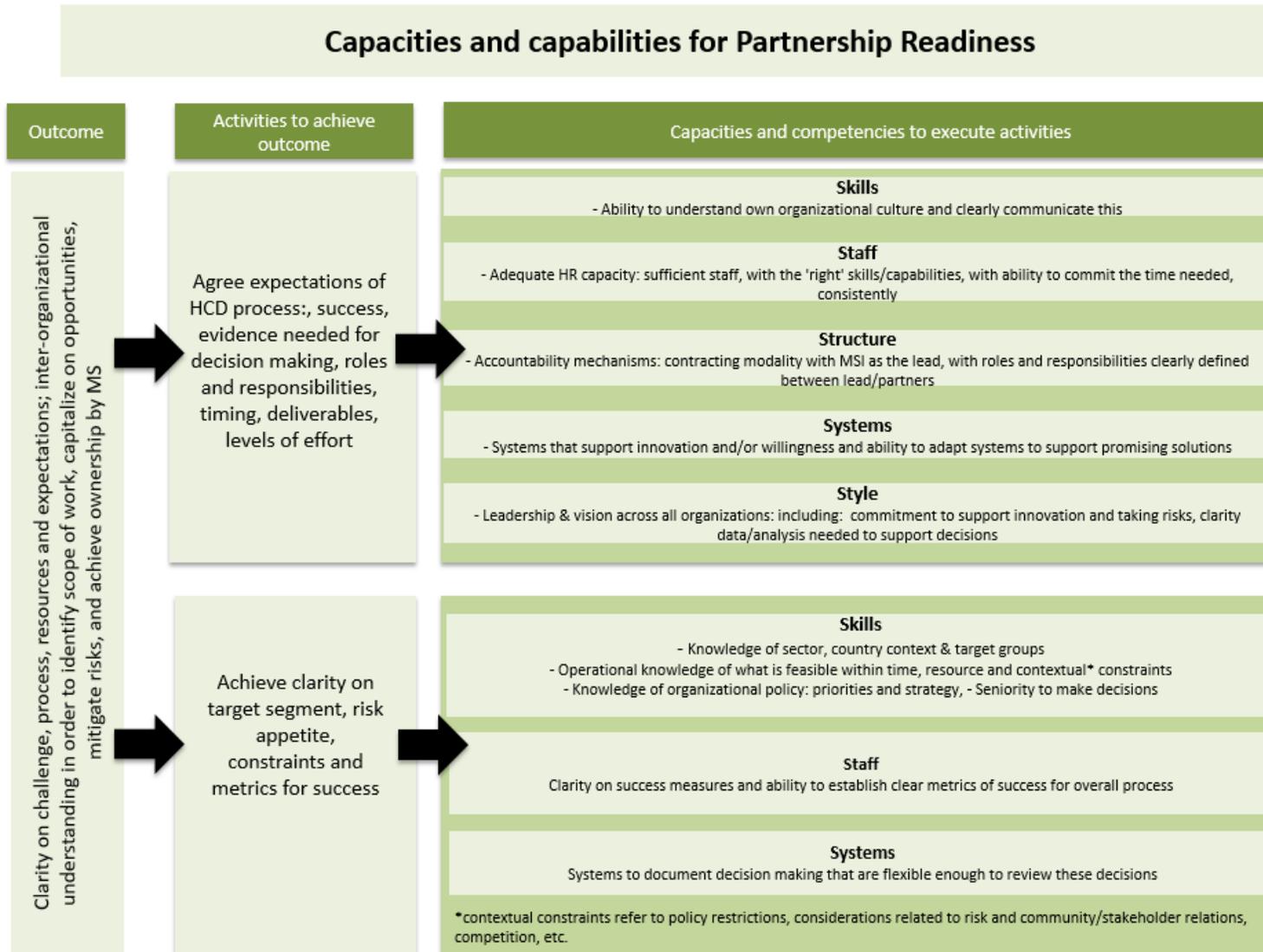
Kenya Journey Map

# MSK-ideo.org PARTNERSHIP TO APPLY HCD IN ADOLESCENT REPRODUCTIVE HEALTH SPACE

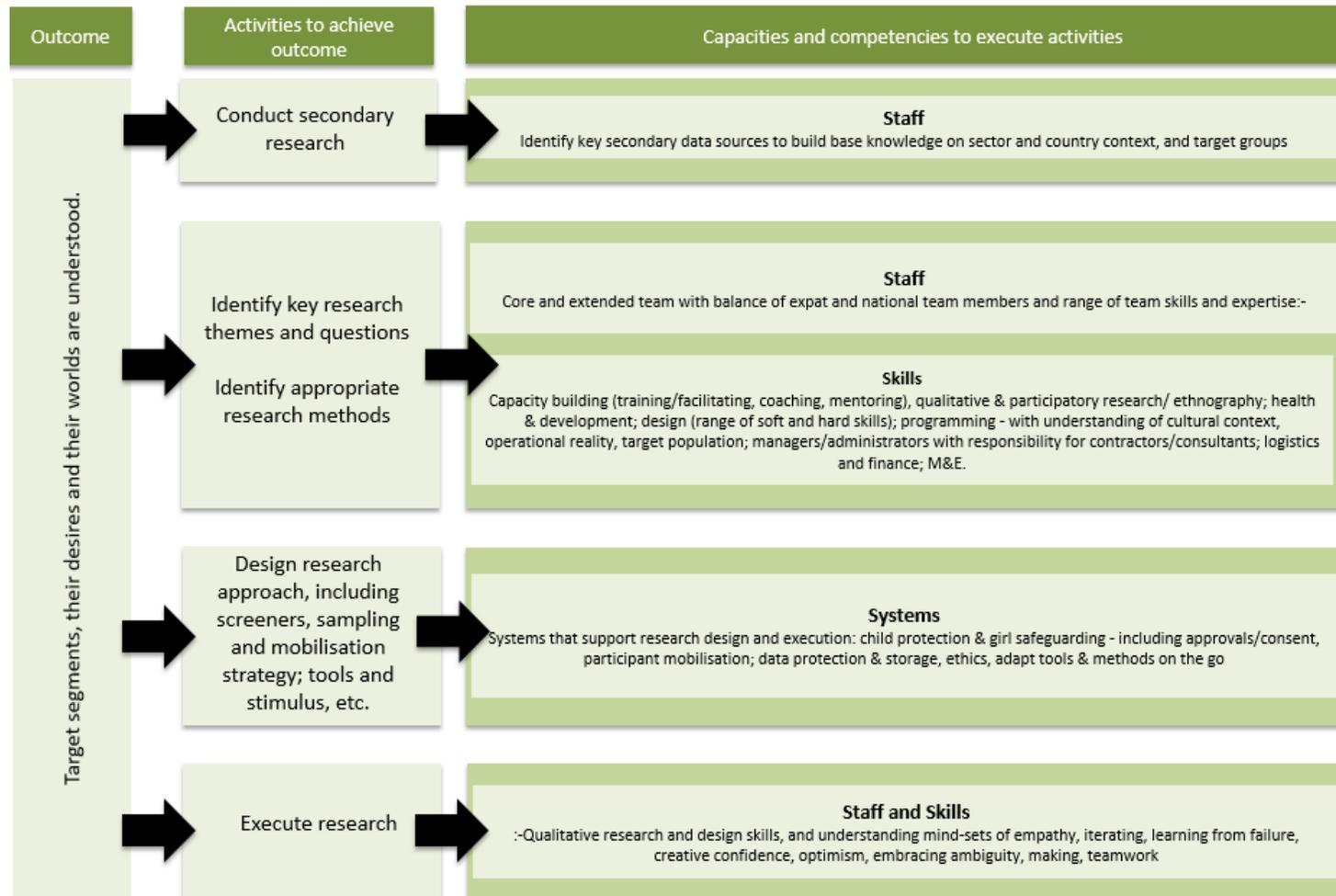
Design Challenge: How might we increase access to SRH information and services in Kenya through MSK's channels?

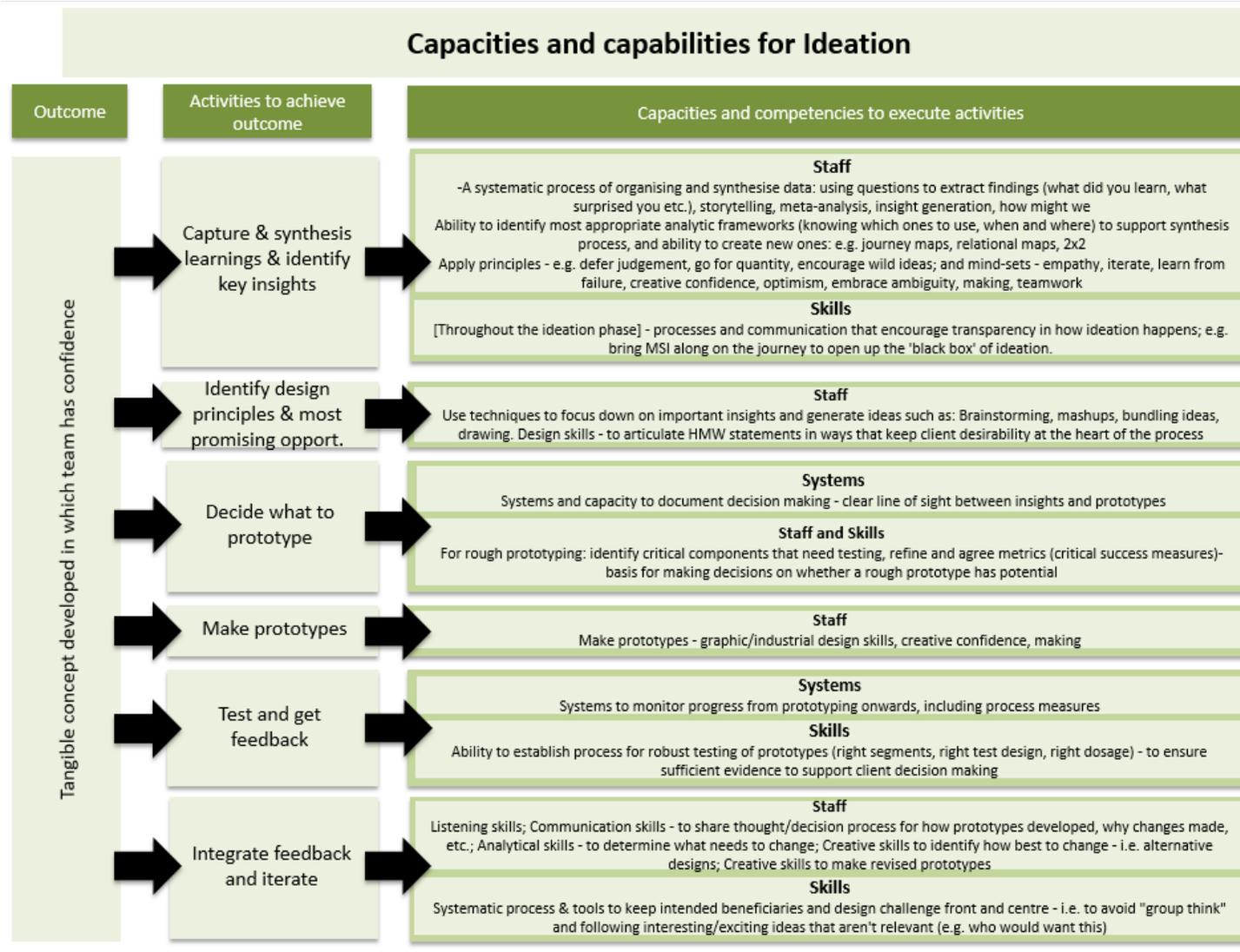


## Annex 4: Capacities and Capabilities

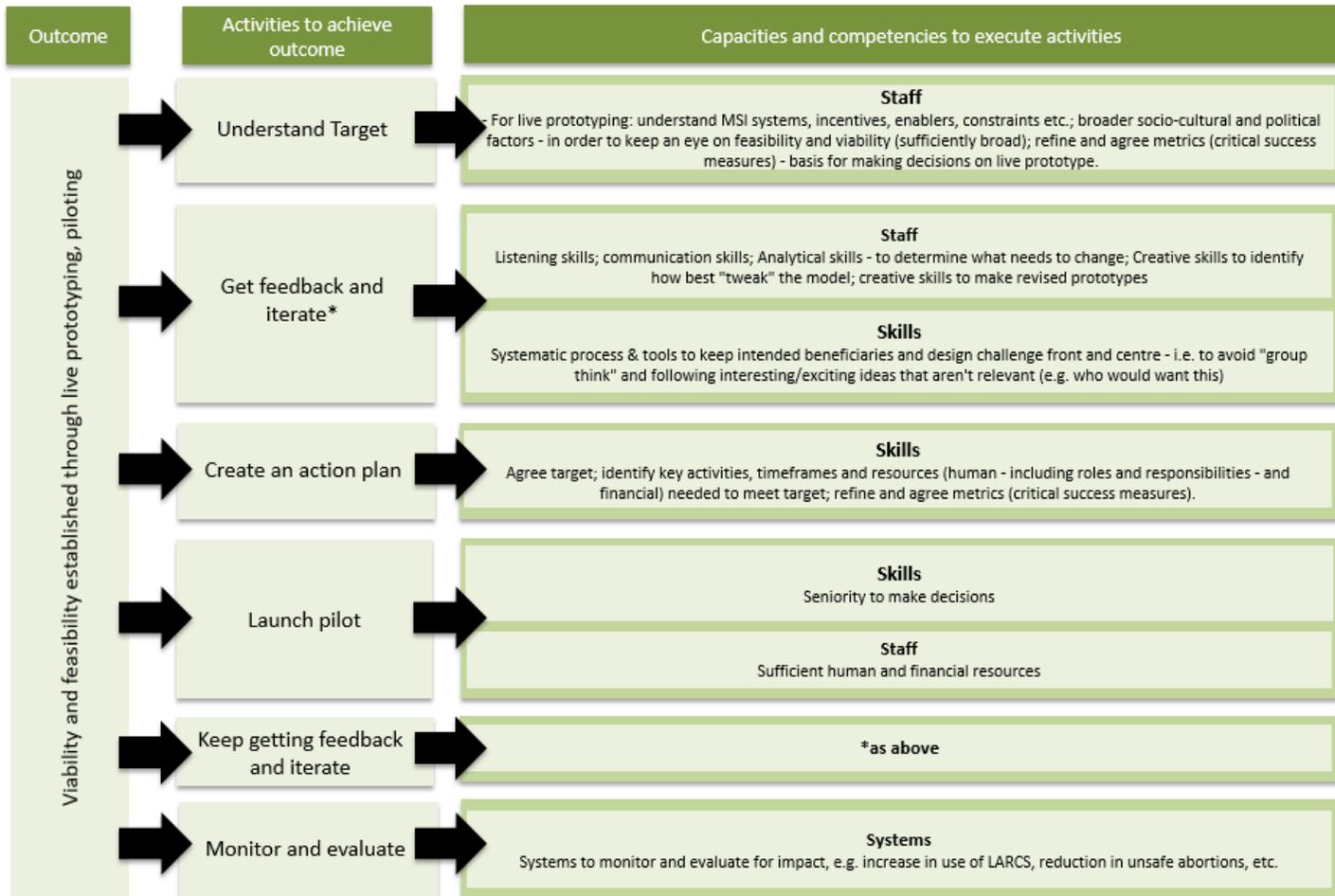


## Capacities and capabilities for Inspiration



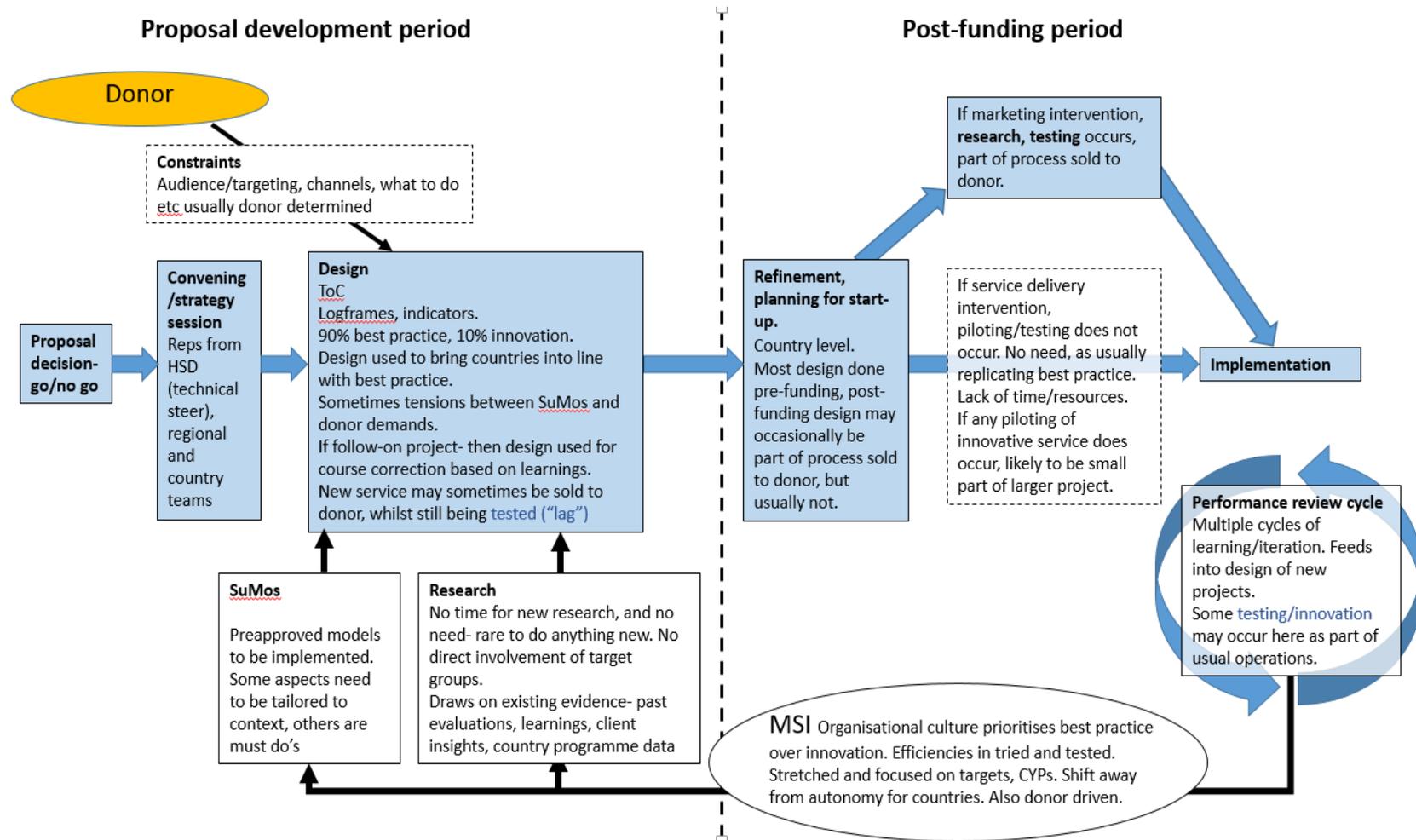


## Capacities and capabilities for Implementation



## Annex 5: MSI's 'Standard' Project Design Process

This diagram attempts to depict MSI's standard project design process in order to identify how that process aligns (or doesn't) with the HCD project design process. This was developed based on document review and a consultation with LSO team members. This diagram is subject to further revision based on feedback from MSI LSO and country-based team members.



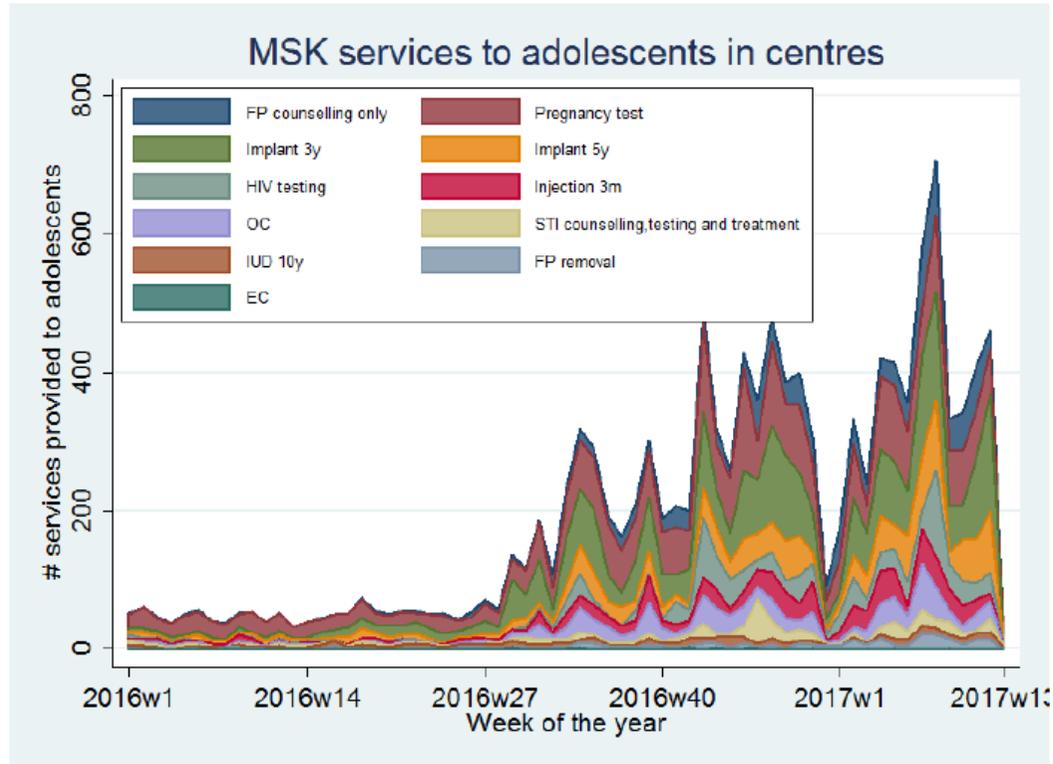
## Annex 6: MSZ and MSK Service Delivery Data

## Zambia Data

| <b>Marie Stopes Zambia</b>                              |                              |                    |                    |                    |                    |                    |                    |                    |                    |                |                    |
|---|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|--------------------|
| <b>Oct 2014 to Oct 2016</b>                             |                              |                    |                    |                    |                    |                    |                    |                    |                    |                |                    |
|   | <b>Services by Age Group</b> |                    |                    |                    |                    |                    |                    |                    |                    |                |                    |
|   | <b>15 - 19 yrs</b>           | <b>20 - 24 yrs</b> | <b>25 - 29 yrs</b> | <b>30 - 34 yrs</b> | <b>35 - 39 yrs</b> | <b>40 - 44 yrs</b> | <b>45 - 49 yrs</b> | <b>50 - 54 yrs</b> | <b>55 - 59 yrs</b> | <b>Unknown</b> | <b>Grand Total</b> |
| Bauleni DIVA Centre                                     | 647                          | 1015               | 8                  |                    |                    |                    |                    |                    |                    |                | 1670               |
| Central Province Outreach Team                          | 1375                         | 3805               | 2985               | 2398               | 1594               | 957                | 219                | 13                 |                    |                | 13346              |
| Copperbelt Outreach Team 1                              | 1822                         | 5566               | 4804               | 3228               | 1964               | 991                | 180                | 7                  |                    |                | 18562              |
| Copperbelt Outreach team 2                              | 2332                         | 5141               | 4101               | 3403               | 2155               | 979                | 184                | 9                  | 2                  |                | 18306              |
| DIVA  | 779                          | 1993               | 1360               | 831                | 434                | 136                | 11                 | 4                  |                    | 7              | 5555               |
| Mansa Outreach Team                                     | 792                          | 2195               | 1896               | 1763               | 1561               | 1088               | 269                | 14                 |                    |                | 9578               |
| Nakonde Outreach Team                                   | 1711                         | 5962               | 5027               | 3482               | 2034               | 890                | 127                | 6                  |                    |                | 19239              |
| Solwesi Outreach Team                                   | 2548                         | 5515               | 4519               | 2775               | 1488               | 764                | 185                | 14                 | 2                  |                | 17810              |
| <b>Grand Total</b>                                      | <b>12006</b>                 | <b>31192</b>       | <b>24700</b>       | <b>17880</b>       | <b>11230</b>       | <b>5805</b>        | <b>1175</b>        | <b>67</b>          | <b>4</b>           | <b>7</b>       | <b>104066</b>      |
| <b>October 2014 - October 2016</b>                      |                              |                    |                    |                    |                    |                    |                    |                    |                    |                |                    |
| <b>Total Services 15-19 year old</b>                    | 12,006                       |                    |                    |                    |                    |                    |                    |                    |                    |                |                    |
| <b>Total Services (all ages)</b>                        | 104,066                      |                    |                    |                    |                    |                    |                    |                    |                    |                |                    |
| <b>% Total Services 15-19 years old</b>                 | 12%                          |                    |                    |                    |                    |                    |                    |                    |                    |                |                    |
| <b>Average services per month 15-19</b>                 | 480                          |                    |                    |                    |                    |                    |                    |                    |                    |                |                    |
| <b>Increase in service delivery for 15-19 years old</b> |                              |                    |                    |                    |                    |                    |                    |                    |                    |                |                    |
| <b>Year</b>   | <b>2013 (est)</b>            | <b>2014</b>        | <b>2015</b>        | <b>2016</b>        |                    |                    |                    |                    |                    |                |                    |
| <b>Services provided</b>                                | 1,966                        | 5,226              | 5,627              | 6,656              |                    |                    |                    |                    |                    |                |                    |
| <b>% increase from prior year</b>                       |                              | <b>166%</b>        | <b>8%</b>          | <b>18%</b>         |                    |                    |                    |                    |                    |                |                    |

Kenya Data<sup>50</sup>

- Since July 2016 until end of March 2017, MSK centres have delivered 12,300 youth services
- Average monthly number of youth services per centre has increased **6 fold** from 9 service to 54
- On average each youth client is getting **more than one** service per visit
  - This would include pregnancy, HIV and STI tests
- More than **70% of the FP** services are LARC
  - the demand has been higher for implants and pills



<sup>50</sup> Source: Slides 8 and 9, Scaling the promise: Growing MSK's youth programme, MSK

## Annex 7: List of Key Informant Interviewees

In addition to those listed below, we interviewed two Diva Connectors in Kenya and four Teen Connectors in Zambia. In addition, we conducted a number of focus group discussions, interviewing 14 adolescent girls in Kenya and 7 adolescent girls in Zambia. For their protection, these respondents are not listed below. It should be noted that a number of the key informants listed below were interviewed on more than one occasion.

| Name                                    | Title  | Organisation |
|---|--|--------------|
| <b>Marie Stopes International (MSI)</b> |  |              |
| Andrew Miller                           | Regional Operations Director, East and Southern Africa             | MSI          |
| Anne Parker                             | Global Marketing Advisor   | MSI          |
| Claire Morris                           | Board Member   | MSI          |
| Helen Blackholly                        | Vice President and Director Health Systems                         | MSI          |
| John Lotspeich                          | Director, Partnerships and Resource Mobilisation Marie Stopes Mali | MSI          |
| Megan Elliot                            | Chief Operating Officer  | MSI          |
| Meghan Blake                            | Institutional Partnership Manager                                  | MSI          |
| Pamela Norick                           | Vice President & Executive Director, MSI USA                       | MSI          |
| Pamela Onyango                          | Regional Director  | MSI          |
| <b>Marie Stopes Kenya (MSK)</b>         |  |              |
| Dana Tilson                             | Country Director   | MSK          |
| Elena Bonometti                         | Former Program Director of Programme Operations                    | MSK          |
| Elizabeth Ogott                         | Senior Youth Coordinator   | MSK          |
| Faustina Fynn-Nyame                     | Former Country Director  | MSK          |
| Helinah Muniu                           | Deputy Director of Program Operations                              | MSK          |
| Julia Mayersohn                         | Director of Program Operations                                     | MSK          |
| Leah Wanaswa                            | Community Liaison Manager  | MSK          |
| Jacob Kahoya                            | Senior Coordinator: Outreach                                       | MSK          |
| Michael Njuma                           | Former Deputy Director of Technical Teams                          | MSK          |
| Richard Bwire                           | Program Officer  | MSK          |
| Roselyne Ouso                           | Marketing Manager  | MSK          |
| Susy Wendot                             | M&E Manager  | MSK          |
| <b>Marie Stopes Zambia (MSZ)</b>        |  |              |
| Fikansa Chanda                          | Health Services & Operations Director                              | MSZ          |
| Inonge Wina                             | Marketing and Communications                                       | MSZ          |
| James Mdala                             | Monitoring and Evaluation  | MSZ          |
| Justus Siame                            | Social Franchises Manager  | MSZ          |
| Matthews Mhuru,                         | Former Youth Engagement Lead                                       | MSZ          |

|                        |  |  |
|------------------------|--|--|
| Adrienne Quintana      | Former Country Director  | MSZ                                      |
| Peter Schaffler        | Country Director   | MSZ                                      |
| Nelson Musonda         | Health Quality   | MSZ                                      |
| Nikile Njovu           | Programs Director  | MSZ                                      |
| Scott Kaluba           | Business Development Director                                      | MSZ                                      |
| <b>IDEO.org</b>        |  |  |
| Chris Larkin           | Director of Impact   | IDEO.org                                 |
| Danny Alexander        | Former Lead Senior Designer  | IDEO.org                                 |
| Jessa Blades           | Health XO Program Director   | IDEO.org                                 |
| Jocelyne Wyatt         | Executive Director   | IDEO.org                                 |
| Julia Benini           | Design Research Lead   | IDEO.org                                 |
| Michelle Kreger        | Senior Partnership Lead  | IDEO.org                                 |
| Patrice Martin         | Creative Director  | IDEO.org                                 |
| Rebecca Hope           | Former Designer  | IDEO.org                                 |
| Stacey Barnes          | Former Designer  | IDEO.org                                 |
| <b>Other</b>           |  |  |
| Ahna Gomez             |  | AVAC.org                                 |
| Alice Molinier         | Programme Officer, A360  | CIFF                                     |
| Caroline Kibiru        | Research Scientist   | APHRC                                    |
| Cho Kim                | Director, United States  | ICSF                                     |
| Coley Gray             | Independent consultant   | Previously MSI and Hewlett Foundation    |
| Francis Kapapa         | Adolescent Health Liaison Officer – MDGi UNICEF                    | UNICEF, Zambia                           |
| Gabriel Appleford      | Process Evaluation Lead  | A360 Evaluation                          |
| Gil Yaron              | Evaluator  | IMC Worldwide                            |
| Heidi Brown            | Director of Program Operations                                     | MSBF                                     |
| Heidi O’Bra            | Social Protection Division Chief                                   | USAID                                    |
| Henry Kaimba           | Programme Director   | PPAZ/IPPF                                |
| Jim Malster            | Country Representative   | PSI, Sahel Region                        |
| Korir Kigen            | Program Officer  | UNFPA, Kenya                             |
| Luis Fernando Martinez | Social and Behavior Change Communications Senior Technical Advisor | PSI                                      |
| Mable Mweemba          | Youth Lead   | Ministry of Health, Zambia               |
| Manya Dotson           | Project Director, A360   | PSI                                      |
| Margot Fahnstock       | Program Officer, Global Development and Population Program         | The William and Flora Hewlett Foundation |
| Nomi Fuchs-Montgomery  | Deputy Director of Family Planning                                 | The Bill and Melinda Gates Foundation    |
| Olivia O’Sullivan      | Amplify Program Officer  | DFID UK                                  |
| Rob Hughes             | Health Lead  | DFID Zambia                              |

|                  |   |  |
|------------------|---|--|
| Roselyne Ndwigah | Programme Manager, Reproductive and Maternal Health | IPAS                                     |
| Ruth Levine      | Director Global Development and Population Program  | The William and Flora Hewlett Foundation |

## Annex 8: Documents Reviewed During Data Collection

| Document name  | Author                     | Document type     | Date       | Country |
|--|----------------------------|-------------------|------------|---------|
| Internal Documents   |                            |                   |            |         |
| (untitled) 12 February 2015  | Rebecca Hope (IDEO.org)    | Email             | 12/02/2015 | Kenya   |
| [FORUM]: Of possible interest -- MF notes from IDEO+Marie Stopes event last week | Margot Fahnestock          | Email             | 28/07/2014 | Global  |
| [Review] first content check of training materials                               | Rebecca Hope (IDEO.org)    | Email             | 23/11/2015 | Kenya   |
| [update] training materials  | Rebecca Hope (IDEO.org)    | Email             | 04/12/2015 | Kenya   |
| 151104_MSK_Ideo_Final Presentation   | Acumen                     | Sliddeck          | 15/11/2015 | Kenya   |
| 2015 FP Guidelines - methods booklet   | Jessa Blades (IDEO.org)    | Email             | 14/03/2016 | Kenya   |
| 2016 Planning + Support  | Jessa Blades (IDEO.org)    | Email             | 02/12/2015 | Kenya   |
| 5. Echo Mobile SMS Activity & GoPass Codes shared with client 4 nov 2015         | MSK                        | Formal report     | 04/11/2015 | Kenya   |
| A few thoughts   | Jessa Blades (IDEO.org)    | Email             | 07/03/2016 | Kenya   |
| Food for thought   | Julia Benini (IDEO.org)    | Email             | 03/12/2015 | Kenya   |
| Activity Log FINAL shared with client  | MSK                        | Formal report     | 04/11/2015 | Kenya   |
| Acumen IDEO.org MSK Final presentation   | Michael Njuma (MSK)        | Email             | 05/11/2015 | Kenya   |
| After the MSK meeting  | Julia Mayersohn (MSK)      | Email             | 15/03/2016 | Kenya   |
| Agenda and documents for our call tomorrow                                       | Danny Alexander (IDEO.org) | Email             | 27/11/2013 | Zambia  |
| Agenda for Call  | Jessa Blades( IDEO.org)    | Email             | 13/01/2016 | Kenya   |
| Agenda for Call - TOT  | Roselyne Ouso (MSK)        | Email             | 14/01/2016 | Kenya   |
| Agenda for tomorrow's call   | Julia Benini (IDEO.org)    | Email             | 17/11/2015 | Kenya   |
| Agenda Items for Call  | Julia Benini (IDEO.org)    | Email             | 09/12/2015 | Kenya   |
| Assets_1_chemist   | IDEO.org                   | Image             | 25/05/2015 | Kenya   |
| Blogs and extracts from source documents   | MSK/IDEO.org               | Project Document  |            | Zambia  |
| C4C 2015 Performance Analysis wendot   | MSK                        | Sliddeck          | 23/11/2016 | Kenya   |
| C4C Performance Oct 2016 Wendot  | MSK                        | Sliddeck          | 23/11/2016 | Kenya   |
| Calendar/Schedule Ideas from IDEO.org  | IDEO.org                   | Calendar/Schedule | 20/07/2016 | Zambia  |
| Calendar/Schedule Ideas from IDEO.org (PreSlides Compressed)                     | IDEO.org                   | Calendar/Schedule | 20/07/2016 | Zambia  |
| Call - Cancellation  | Jessa Blades (IDEO.org)    | Email             | 27/01/2016 | Kenya   |
| Call - Monday - Agenda   | Jessa Blades( IDEO.org)    | Email             | 06/03/2016 | Kenya   |
| catch up   | Jessa Blades (IDEO.org)    | Email             | 18/01/2016 | Kenya   |
| Chap 6 human centered design   | MSI                        | Sliddeck          | 23/11/2016 | Global  |

| Document name   | Author                      | Document type        | Date       | Country |
|---|-----------------------------|----------------------|------------|---------|
| Check In - Call - Prep for Training Week  | Julia Mayersohn (MSK)       | Email                | 02/02/2016 | Kenya   |
| Checking In - IDEO (2 - 31 Jan)   | Faustina Fynn-Nyame (MSK)   | Email                | 31/01/2016 | Kenya   |
| Checking In - IDEO.org  | Jessa Blades (IDEO.org)     | Email                | 30/01/2016 | Kenya   |
| clic data   | Jessa Blades (IDEO.org)     | Email                | 17/11/2015 | Kenya   |
| Client Profile Bauleni DIVA May - June 2015   | MSZ                         | Formal report        | 28/07/2015 | Zambia  |
| Client Profile Bauleni DIVA May - June 2015   | MSZ                         | Formal report        | 28/07/2015 | Zambia  |
| Client Profile Report DIVA-AD jan - Jun 2015  | MSZ                         | Formal report        | 28/07/2015 | Zambia  |
| Client Profile Report DIVA-AD jan - Jun 2015  | MSZ                         | Formal report        | 28/07/2015 | Zambia  |
| Community Health Volunteer Handbook 07-15   | IDEO.org                    | Participant Guidance | 15/07/2016 | Kenya   |
| connecting you with Faustina about IDEO   | Nomi Fuchs-Montgomery (MSI) | Email                | 16/12/2014 | Kenya   |
| Copy of MIS BuildingandScaling_3.3.14   | MSI                         | Budget               | 03/03/2014 | Zambia  |
| Cost & Service Model v6   | IDEO.org                    | Formal report        | 28/10/2015 | Kenya   |
| Deliver_Section   | IDEO.org                    | Participant Guidance | 21/03/2016 | Kenya   |
| Diva Ambassadors Handbook 07-14   | IDEO.org                    | Participant Guidance | 15/07/2016 | Kenya   |
| Diva Centre Projections   | Rebecca Hope (IDEO.org)     | Budget               | 27/04/2015 | Zambia  |
| Diva Centre Projections   | Rebecca Hope (IDEO.org)     | Budget               | 27/04/2015 | Zambia  |
| Diva Connector Handbook 07-14 MK edits  | IDEO & MSK                  | Participant Guidance | 15/07/2016 | Kenya   |
| Diva data   | Rebecca Hope (IDEO.org)     | Email                | 21/07/2015 | Zambia  |
| Diva data   | Rebecca Hope (IDEO.org)     | Email                | 21/07/2015 | Zambia  |
| Diva Zone Exit Survey_Paper_v3  | IDEO.org                    | Project Document     | 01/10/2015 | Kenya   |
| Diva Zone_Social Franchises   | IDEO.org                    | Project Document     | 21/03/2016 | Kenya   |
| Diva Zone_Summary   | IDEO.org                    | Project Document     | 21/03/2016 | Kenya   |
| Diva Zones  | Jessa Blades (IDEO.org)     | Email                | 21/03/2016 | Kenya   |
| Documents for our call tomorrow   | Danny Alexander (IDEO.org)  | Email                | 03/03/2014 | Zambia  |
| Download of Research Phase  | IDEO.org                    | Slidedeck            | 03/03/2015 | Kenya   |
| Draft insights  | IDEO.org                    | Formal report        |            | Kenya   |
| Draft insights for preparation  | Rebecca Hope (IDEO.org)     | Email                | 23/03/2015 | Kenya   |
| Draft of Julia @ MSK email  | Michelle Kreger (IDEO.org)  | Email                | 28/03/2016 | Kenya   |
| Draft of Julia @ MSK email ... (2)  | Jessa Blades (IDEO.org)     | Email                | 28/03/2016 | Kenya   |
| DRAFT_Future Fab + Diva Guidebook - feedback requested                                    | Jessa Blades (IDEO.org)     | Email                | 03/01/2016 | Kenya   |
| DRAFT-DeliverableComponents   | IDEO.org                    | Project Document     | 17/11/2015 | Kenya   |
| Engaging CHWs in Kisumu - Priorities for second half of Live Prototyping - Actions Needed | Julie Mayersohn (MSK)       | Email                | 28/10/2015 | Kenya   |
| FF_Prototyping_wrapup_7_final   | IDEO.org                    |                      | 07/07/2015 | Kenya   |
| FF_Prototyping_wrapup_7_final (1).pdf   | IDEO.org                    |                      | 07/07/2015 | Kenya   |

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| Field Guide for HCD: Design Kit  | IDEO.org                              | Guidance             |            | Global  |
| Final report IDEO.org Zambia 2013  | IDEO.org                              | Final Report         | 30-Jul-15  | Zambia  |
| Follow Up  | Daisy Adalla                          | Email                | 20/01/2016 | Kenya   |
| Follow up about potential synthesis  | Jade Gray (IDEO.org)                  | Email                | 04/03/2015 | Kenya   |
| Following up - DIVA Reports  | Jessa Blades (IDEO.org)               | Email                | 21/07/2015 | Zambia  |
| Following up - DIVA Reports  | Jessa Blades (IDEO.org)               | Email                | 21/07/2015 | Zambia  |
| Following up from our meeting in SF  | Danny Alexander (IDEO.ORG)            | Email                | 02/04/2014 | Zambia  |
| For MSZ User Journey   | MSZ                                   | Project Document     |            | Zambia  |
| Future Fab + Diva Guidebook  | IDEO.org                              | Participant Guidance | 04/01/2016 | Kenya   |
| Future Fab and Diva guidebook_v3   | IDEO.org                              | Participant Guidance | 10/01/2016 | Kenya   |
| Future Fab Aug Update  | MSK                                   | Slidedeck            | 14/07/2015 | Kenya   |
| Future Fab October Activity Plan   | Jessa Blades (IDEO)                   | Email                | 04/10/2015 | Kenya   |
| Future Fab Prototyping Wrap-Up   | MSK & IDEO.org                        | Slidedeck            | 07/07/2015 | Kenya   |
| Future Fab Tool  | MSK & IDEO.ORG                        | Project Document     | 03/10/2015 | Kenya   |
| Generating Demand MSK Research Ideas   | MSK                                   | Project Document     | 24/03/2015 | Kenya   |
| Global Development and Population 2014-1325 Final Reports Narrative 476327   | IDEO.org                              | Formal Report        | 30/09/2016 | Global  |
| Global Segment Profiles 6 April 15   | MSI                                   | Slidedeck            | 15/04/2015 | Global  |
| Gmail - Fwd_ Automatic reply_ Canceled Event_ MSK + IDEO.org Check-In Calls @ Wed Mar 30, 2016 8am - 9am (jessa@ideo | Julia Mayersohn (MSK)                 | Email                | 29/03/2016 | Kenya   |
| Guide to Running a Future Fab Event 07-18  | IDEO.org                              | Participant Guidance | 18/07/2016 | Kenya   |
| Guide to Running a Parent MeetUp 07-18   | IDEO.org                              | Participant Guidance | 18/07/2016 | Kenya   |
| Guide to Running a Teen MeetUp 07-18   | IDEO.org                              | Participant Guidance | 18/07/2016 | Kenya   |
| Guidelines for Running a Training 120716   | IDEO.org                              | Participant Guidance | 12/07/2016 | Kenya   |
| Hewlett Foundation + MSI + IDEO org: New Opportunities for Youth and Reproductive Health                             | MS, Hewlett Foundation, IDEO.org      | Slidedeck            | 28/05/2013 | Zambia  |
| Ideas and worksheet for review (IDEO.org - MSK)  | Anna Hartley (IDEO.org)               | Email                | 25/03/2015 | Kenya   |
| IDEO event   |                                       | Project Document     | 28/07/2014 | Global  |
| IDEO PPT   | Meira Neggaz, Adrienne Quintana (MSZ) | Slidedeck            | 24/02/2014 | Zambia  |
| IDEO Presentation to CIFF Partners   |                                       | Email                | 26/05/2015 | Kenya   |
| IDEO visit   | Adrienne Quintana (MSZ)               | Email                | 10/03/2014 | Zambia  |
| IDEO.org   | Michelle Kreger                       | Email                | 29/03/2016 | Kenya   |
| IDEO.org Impact Case Study Diva Centres  | IDEO                                  | Case Study           | 14/10/2015 | Zambia  |
| IDEO.org Youth Meeting May 2016  | IDEO.org                              | Slidedeck            | 02/05/2016 | Global  |

| Document name   | Author                           | Document type        | Date       | Country           |
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| IDEO.org(2)   | Michelle Kreger                  | Email                | 28/03/2016 | Kenya             |
| IDEO.org_Future Fab Guidebook   | IDEO.org                         | Participant Guidance | 04/02/2016 | Kenya             |
| IDEO.org & MSK-ImpactMeasurementTools_Dec2015                                     | IDEO.org                         | Slidedeck            | 04/12/2015 | Kenya             |
| Impact Plan   | IDEO.org                         | Slidedeck            | 14/05/2015 | Zambia            |
| Impact Plan MSZ   | Rebecca Hope (IDEO.org)          | Email                | 25/11/2015 | Zambia            |
| Interim Meeting - Ideation  | MSIK & IDEO.org                  | Slidedeck            | 31/03/2015 | Kenya             |
| Interim Meeting Pre-Read  | MSIK & IDEO.org                  | Slidedeck            | 29/03/2015 | Kenya             |
| Interim Narrative Report for 2013-16 Funding MSI Zambia 2013                      | MSI                              | Formal Report        | 01-Jul-15  | Zambia            |
| International FPRH Strategy Final   | Hewlett Foundation               | Formal Report        | 01/04/2014 | Global            |
| Introduction to Future Fab - presentation 120716                                  | IDEO.org                         | Slidedeck            | 12/07/2016 | Kenya             |
| IPAS - are they coming to Kisumu_   | Jessa Blades                     | Email                | 03/02/2016 | Kenya             |
| IUD as EC   | Jessa Blades                     | Email                | 21/03/2016 | Kenya             |
| IUD as EC (2)   | Julia Mayersohn                  | Email                | 24/03/2016 | Kenya             |
| IUD concepts_V1   | IDEO.org                         | Slidedeck            | 28/04/2015 | Kenya             |
| Join us for an inspiring cocktail event!  | Craig Evans (MSI)                | Email                | 03/07/2014 | Zambia/<br>Global |
| Live Prototyping Second Half Priorities   | IDEO.org                         | Project Document     | 20/10/2015 | Kenya             |
| M&E Erik Munro Youth Meeting May 2016   | MSI                              | Slidedeck            | 24/11/2016 | Global            |
| Messaging and content testing   | MSI                              | Slidedeck            | 11/11/2016 | Global            |
| Meta email  | Rebecca Hope (IDEO.org)          | Email                | 02/02/2016 | Kenya             |
| Midterm Assessment Report-Hewlett August 15 (BE Evaluation by Tulane)             | Tulane                           | Formal Report        | 01/08/15   | Global            |
| More info about IDEO.org and MSI Zambia collaboration - background for FN session | Helena Choi (Hewlett Foundation) | Email                | 13/08/2014 | Zambia            |
| MSI + IDEO youth event  |                                  | Project Document     | 24/07/2014 | Zambia            |
| MSI Booklet 3.3.14  | MSI                              | Project Document     | 03/03/2014 | Zambia            |
| MSI Global Deepdive Non Users   | Karen Brennan                    | Slidedeck            | 11/02/2015 | Global            |
| MSI Global Impact Report 2016   | MSI                              | Formal report        |            | Global            |
| MSI Global Qual Report FINAL  | Karen Brennan                    | Slidedeck            | 04/08/2014 | Global            |
| MSI interim share out   | MSZ & IDEO.org                   | Slidedeck            | 09/01/2014 | Zambia            |
| MSI Interim Share Out2  | MSZ & IDEO.org                   | Slidedeck            | 09/01/2014 | Zambia            |
| MSI Request for IDEO RME Funding Concept  | MSI-US                           | Proposal             | 19/02/2016 | Global            |
| MSI research plan_11_26_13  | MSI & IDEO.org                   | Project Document     | 21/11/2013 | Zambia            |
| MSI The Diva Kit 3.3.14   | MSI & IDEO.org                   | Project Document     | 03/3/14    | Zambia            |
| MSI Toolkit Fully Page Numbers  | MSI                              | Formal report        | 25/04/2014 | Global            |
| MSI Youth programming working group 3 May 2016 discussion notes                   |                                  |                      | 03/05/16   | Global            |

| Document name   | Author                     | Document type         | Date       | Country |
|---|----------------------------|-----------------------|------------|---------|
| MSI Youth Programming Working Group Discussion Notes                | MSI                        | Invitation to Meeting | 03/0516    | Global  |
| MSI YPMEA Working group action summary                              | MSI                        | Project Document      | 09/05/2016 | Global  |
| MSI_Booklet_3.3.14  | MSI & IDEO.org             | Project Document      | 03/03/2014 | Zambia  |
| MSI_BuildingAndScaling_3.3.14                                       | MSI & IDEO.org             | Budget                | 03/03/2014 | Zambia  |
| MSI_Final Presentation 3.3.14                                       | MSZ, HF, IDEO.org          | Slidedeck             | 03-Mar-14  | Zambia  |
| MSI_FinalPresentation_3.3.14  | MSI & IDEO.org             | Slidedeck             | 03/03/2014 | Zambia  |
| MSI_Interim_Shareout  | MSI & IDEO.org             | Slidedeck             | 13/08/2014 | Zambia  |
| MSI_Proposa l4 17 14  | MSI                        | Project Document      | 13/08/2014 | Zambia  |
| MSI_ResearchPlan_11_26_13   | MSI & IDEO.org             | Project Document      | 27/11/2013 | Zambia  |
| MSI_TheDivakit_3.3.14*  | MSI & IDEO.org             | Project Document      | 03/03/2014 | Zambia  |
| MSI2 Booklet PRINT 2  | MSI & IDEO.org             | Project Document      | 13/08/2014 | Zambia  |
| MSI3 Fieldlearnings2  |                            | Slidedeck             | 28/10/2014 | Zambia  |
| MSI3 Kickoff  | IDEO.org                   | Slidedeck             | 07/10/2014 | Zambia  |
| MSI3 Update for Feedback 11.13.14                                   | MSZ & IDEO.org             | Slidedeck             | 30/11/2014 | Zambia  |
| MSI3_Field Learnings 2  |                            | Slidedeck             | 13/08/2014 | Zambia  |
| MSK Check In Call 18 March  | IDEO                       | Meeting Minutes       | 18/03/2015 | Kenya   |
| MSK final research outline 2.12                                     | MSK & IDEO.org             | Proposal              | 12/02/2015 | Kenya   |
| MSK IDEO Final Presentation   | IDEO.org/MSK               | Slidedeck             | 04/11/2015 | Kenya   |
| MSK Pre-Read CIFF Small   | MSK & IDEO.org             | Slidedeck             | 26/05/2015 | Kenya   |
| MSK Youth Meeting May 2016  | MSK                        | Slidedeck             | 24/11/2016 | Kenya   |
| mSurvey SMS attitude awareness survey shared with client 4 nov 2015 | MSK                        | Formal report         | 04/11/2015 | Kenya   |
| MSZ and IDEO.org project timeline and planning                      | Danny Alexander (IDEO.org) | Email                 | 27/11/2013 | Zambia  |
| MSZ Pre-Trip  | MSI & IDEO.org             | Slidedeck             | 14/07/2016 | Zambia  |
| MSZ Prototype Plan 1.24   | MSZ & IDEO.org             | Project Document      | 24-Jan     | Zambia  |
| MSZ Youth Meeting May 2016  | MSI                        | Slidedeck             | 24/11/2016 | Zambia  |
| Network Roles Overview  | Jessa Blades (IDEO.org)    | Project Document      | 16/10/2015 | Kenya   |
| New Hire  | Jessa Blades (IDEO.org)    | Email                 | 07/03/2016 | Kenya   |
| Next Steps  | Jessa Blades (IDEO.org)    | Email                 | 22/02/2016 | Kenya   |
| no_name   | Jessa Blades (IDEO.org)    | Email                 | 10/01/2016 | Kenya   |
| no_name1  | Rebecca Hope (IDEO.org)    | Email                 | 04/01/2016 | Kenya   |
| no_name14   | Susan Wanjiru (MSK)        | Email                 | 09/11/2015 | Kenya   |
| no_name16   | Samantha Dew               | Email                 | 13/11/2015 | Kenya   |
| no_name18   | Susan Wanjiru (MSK)        | Email                 | 11/11/2015 | Kenya   |
| no_name2  | Rebecca Hope (IDEO.org)    | Email                 | 04/01/2016 | Kenya   |
| no_name20   | Julia Benini (IDEO.org)    | Email                 | 09/11/2015 | Kenya   |

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| no_name4   | Roselyne Ouso                     | Email             | 20/12/2015 | Kenya                    |
| no_name6   | Julia Benini (IDEO.org)           | Email             | 08/12/2015 | Kenya                    |
| Notes and Actions of the Youth Programme Monitoring, Evaluation and Analysis (Working Group) Meeting | MSI                               | Meeting Minutes   | 03/05/16   | Global, Kenya and Zambia |
| Notes from last week's call  | Julia Benini (IDEO.org)           | Email             | 09/11/2015 | Kenya                    |
| outdoor_clinc_banner2  | IDEO.org                          | Project Document  | 04/02/2016 | Kenya                    |
| outdoor_clinc_banner3  | IDEO.org                          | Project Document  | 04/02/2016 | Kenya                    |
| outdoor_clinic_banner  | IDEO.org                          | Project Document  | 04/02/2016 | Kenya                    |
| Phase 1 Final Presentation   | MSZ, Hewlett Foundation, IDEO.org | Slidedeck         | 12-May-14  | Zambia                   |
| Phase 1 Interim Observations   | MSZ & IDEO.org                    | Slidedeck         | 09-Jan-14  | Zambia                   |
| Phase 1 Prototyping Learnings  | MSZ & IDEO.org                    | Slidedeck         | 13/03/2014 | Zambia                   |
| Phase 2 Live Prototyping Interim Field Learnings   | MSZ & IDEO.org                    | Slidedeck         |            | Zambia                   |
| Phase 2 Live Prototyping Phase 1 Learnings   | IDEO.org                          | Slidedeck         | 22/06/2014 | Zambia                   |
| Phase 3 Kick Off Slidedeck (Live Prototyping 2)  | MSZ & IDEO.org                    | Slidedeck         | 10/10/2014 | Zambia                   |
| Phase 3 Live Prototyping Final Presentation  | MSZ & IDEO.org                    | Slidedeck         | 12-Nov-14  | Zambia                   |
| Phase 4 Final Slidedeck  | MSZ, Hewlett Foundation, IDEO.org | Slidedeck         | Apr-15     | Zambia                   |
| Planning for next Monday and Tuesday   | Danny Alexander (IDEO)            | Email             | 13/03/2014 | Zambia                   |
| PMO Meeting Request Letter   | MSI                               | Email             | 26/07/16   | Zambia                   |
| Postcard from midair - We're headed home!  | Danny Alexander (IDEO.org)        | Email             | 18/12/2013 | Zambia                   |
| Postcard from Zambia - Diva Update!  | Danny Alexander (IDEO.org)        | Email             | 26/07/2014 | Zambia                   |
| Postcard from Zambia - The Divas Come to Life!   | Danny Alexander (IDEO.org)        | Email             | 18/07/2014 | Zambia                   |
| Postcard from Zambia - We've begun our field research!   | Danny Alexander (IDEO.org)        | Email             | 08/12/2013 | Zambia                   |
| Postcard from Zambia! - Long overdue update -synthesis and concepting                                | Danny Alexander (IDEO.org)        | Email             | 26/01/2014 | Zambia                   |
| Presentation for Alice March 2016  | MSK                               | Slidedeck         | 14/03/2016 | Kenya                    |
| Priorities for second half of Live Prototyping - Actions Needed                                      | Jessa Blades (IDEO.org)           | Email             | 20/10/2015 | Kenya                    |
| Project Calendar 6 Day Village   | MSI & IDEO                        | Calendar/Schedule | 20/07/2016 | Zambia                   |
| Proposal ICSF 2015   | ICSF                              | Proposal          | 20/09/2015 | Global                   |
| Proposal IDEO.org Sub-Saharan Africa 2016  | IDEO.org                          | Proposal          | 03/02/2016 | Africa                   |
| Proposal IDEO.org Zambia 2013  | IDEO.org                          | Proposal          | 31/07/2012 | Zambia                   |
| Proposal IDEO.org Zambia and Mali 2014   | IDEO.org                          | Proposal          | 13/10/2014 | Zambia/Mali              |

| Document name   | Author                     | Document type        | Date       | Country |
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| Proposal MSI Mali 2013  | MSI                        | Proposal             | 15/10/2014 | Mali    |
| Proposal MSI Youth Program using HCD 2016   | MSI                        | Proposal             | 11/04/2016 | Global  |
| Proposal MSI Zambia 2013  | MSI                        | Proposal             | 27/09/2013 | Zambia  |
| Proposed agenda for tomorrow's call   | Jessa Blades (IDEO.org)    | Email                | 10/11/2015 | Kenya   |
| Proposed structure  | IDEO.org                   | Project Document     | 04/11/2015 | Kenya   |
| Prototype   | Rebecca Hope (IDEO.org)    | Email                | 30/01/2016 | Kenya   |
| Prototyping agenda  | Danny Alexander (IDEO.org) | Email                | 27/01/2014 | Zambia  |
| Prototyping schedule  | MSZ                        | Calendar/Schedule    | 27/01/2014 | Zambia  |
| Prototyping Schedule 1..27.14   | MSZ                        | Calendar/Schedule    | 27/01/14   | Zambia  |
| Provider Handbook for Review 17dec  | IDEO.org                   | Participant Guidance | 17/12/2015 | Kenya   |
| Qualitative Interviews Data shared with client  | MSK                        | Formal report        | 04/11/2015 | Kenya   |
| quiz_final  | IDEO.org                   | Project Document     | 22/12/2014 | Kenya   |
| Re Agenda and documents for our call tomorrow   | Danny Alexander (IDEO.org) | Email                | 16/01/2014 | Zambia  |
| RE IDEO presentation  | Meira Neggaz (MSI)         | Email                | 24/02/2014 | Zambia  |
| Recommendations -IDEO.org Implementation Support Visit - July 2016                              | IDEO.org                   | Slidedeck            | 13/07/2016 | Kenya   |
| Reminder MSK + IDEO.org weekly check-in call  | Rebecca Hope (IDEO.org)    | Email                | 18/03/2015 | Kenya   |
| Rescheduling  | Suzy Wendot (MSK)          | Email                | 23/11/2016 | Kenya   |
| Results of Debrief Meeting Brainstorm   | MSZ & IDEO.org             | Slidedeck            | 05/08/16   | Zambia  |
| Rohit introduction + Notes from M&E-IDEO.org  | Susy Wendot (MSK)          | Email                | 03/12/2015 | Kenya   |
| Roles - description   | Jessa Blades (IDEO,org)    | Email                | 16/10/2015 | Kenya   |
| Scaling Core Elements of the Diva Centres in MSZ's Adolescent Initiative                        | ICSF                       | Formal Report        | 01/04/16   | Zambia  |
| Scope of Work_ 2016   | Jessa Blades (IDEO.org)    | Email                | 04/03/2016 | Kenya   |
| Service Log FINAL shared with client  | MSK                        | Formal report        | 04/11/2015 | Kenya   |
| Service Package Bauleni DIVA May-Jun 2015   | MSZ                        | Formal report        | 28/07/2015 | Zambia  |
| Service Package Bauleni DIVA May-Jun 2015   | MSZ                        | Formal report        | 28/07/2015 | Zambia  |
| Service Package DIVA-AD Jan-Jun 2015  | MSZ                        | Formal report        | 28/07/2015 | Zambia  |
| Signage - design  | Jessa Blades (IDEO.org)    | Email                | 21/03/2016 | Kenya   |
| Slidedeck for Call re IDEO Visit  | Michelle Kreger (IDEO.org) | Email                | 14/07/2016 | Zambia  |
| Slidedeck for Call_ Live Prototyping Phase  | Julia Benini (IDEO.org)    | Email                | 02/12/2015 | Kenya   |
| socio ecological framework public health  | IDEO.org                   | Image                | 07/03/2016 | Kenya   |
| The Hewlett Foundation + IDEO org: Identifying high potential opportunities for design thinking | IDEO.org                   | Slidedeck            | 10/09/2012 | Global  |
| The MSI Behaviour Change Framework Guidelines for Use   | Emily Robinson (MSI)       | Formal report        | 04/07/2016 | Global  |
| Thoughts on the YPE Competition   | Anna Hartley (IDEO,org)    | Email                | 16/03/2015 | Kenya   |
| Timeline MSK  | IDEO.org                   | Calendar/Schedule    | 10/11/2015 | Kenya   |

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| Tulane Inception Report BE DT Strategy Dec 2014   | Tulane                     | Formal Report    | 15/12/2014 | Global  |
| Update - The Divas!   | Danny Alexander (IDEO.org) | Email            | 28/10/2014 | Zambia  |
| Update for MSI on IDEO.org intervention   | Julie Mayersohn (MSK)      | Email            | 09/11/2015 | Kenya   |
| Update from Zambia  | Patrice Martin (D)         | Email            | 02/11/2014 | Zambia  |
| Update training materials   | Rebecca Hope (IDEO.org)    | Email            | 04/12/2015 | Kenya   |
| Updated cost model  | Jessa Blades (IDEO.org)    | Email            | 29/10/2015 | Kenya   |
| urgent_ logo  | Jessa Blades (IDEO.org)    | Email            | 29/01/2016 | Kenya   |
| waiting_ room_ poster   | IDEO.org                   | Project Document | 04/02/2016 | Kenya   |
| What Does Not Work in Adolescent Sexual and Reproductive Health: A Review of Evidence on Interventions Commonly Accepted as Best Practices  | Julie Mayersohn (MSK)      | Academic Article | 31/08/2015 | Global  |
| Worksheet 2 MSK IDEA REVIEW   | MSK & IDEO.org             | Project Document | 24/03/2015 | Kenya   |
| Youth deep dive 19 Nov FINAL  | MSI                        | Slidedeck        | 19/11/2014 | Global  |
| Youth Programming   | Helen Blackholly (MSI)     | Email            | 09/05/2016 | Global  |
| Youth Programming, Monitoring and Evaluation Working Group: Attendee Roster   | MSI                        | Roster           | 03-May-16  | Global  |
| Youth Strategy Programming 3005216 HB   | MSI                        | Slidedeck        | 03/05/2016 | Global  |
| Youth success model contents page 1   | MSI                        | Slidedeck        | 23/11/2016 | Global  |
| Zambia evolving HCD proposal  | MSZ                        | Proposal         | 14/10/2016 | Zambia  |
| <b>External Documents</b>   |                            |                  |            |         |
| <ul style="list-style-type: none"> <li>▪ <i>Adolescent 360 Inception Report</i></li> <li>▪ <i>AMPLIFY 2016 Annual Review</i></li> <li>▪ <i>Armatullo, M.V. (2015) Innovation by Design at UNICEF: An Ethnographic Case Study. Case Western Reserve University. &lt;<a href="http://21028-presscdn.pagely.netdna-cdn.com/wp-content/uploads/2013/08/Innovation-by-Design-at-UNICEF_July65b25d.pdf">http://21028-presscdn.pagely.netdna-cdn.com/wp-content/uploads/2013/08/Innovation-by-Design-at-UNICEF_July65b25d.pdf</a>&gt;</i></li> <li>▪ <i>Heller, C. (2017) 'Designing a way to measure the impact of design', Stanford Social Innovation Review, March 9. &lt;<a href="https://ssir.org/articles/entry/designing_a_way_to_measure_the_impact_of_design">https://ssir.org/articles/entry/designing_a_way_to_measure_the_impact_of_design</a>&gt;</i></li> <li>▪ <i>Innovation Hubs: An Overview</i></li> <li>▪ <i>Kasper, G, and Marcoux, J. (2014) 'The Re-Emerging Art of Funding Innovation', Stanford Social Innovation Review. &lt;<a href="https://ssir.org/articles/entry/the_re_emerging_art_of_funding_innovation">https://ssir.org/articles/entry/the_re_emerging_art_of_funding_innovation</a>&gt;</i></li> <li>▪ <i>Lee, P. (2015) 'Why "Design for Development" is Failing on its Promise'. &lt;<a href="https://www.fastcompany.com/3045768/why-design-for-development-is-failing-on-its-promise">https://www.fastcompany.com/3045768/why-design-for-development-is-failing-on-its-promise</a>&gt;</i></li> <li>▪ <i>Mulgan, G. (2014) 'Design in Public and Social Innovation: What Works and What Could Work Better' Nesta. &lt;<a href="http://www.nesta.org.uk/sites/default/files/design_in_public_and_social_innovation.pdf">http://www.nesta.org.uk/sites/default/files/design_in_public_and_social_innovation.pdf</a>&gt;</i></li> <li>▪ <i>Obrecht, A and Warner, A.T. (2016) Summary - More than just luck: Innovation in humanitarian action, ALNAP Study, London: ALNAP/ODI.&lt;<a href="http://www.alnap.org/resource/22238.aspx">http://www.alnap.org/resource/22238.aspx</a>&gt;</i></li> </ul> |                            |                  |            |         |

| Document name  | Author | Document type | Date | Country |
|--|--------|---------------|------|---------|
| <ul style="list-style-type: none"><li>▪ Pritchett, L. et al. (2016) <i>Doing Iterative and Adaptive Work</i> &lt;<a href="http://bsc.cid.harvard.edu/publications/doing-iterative-and-adaptive-work">http://bsc.cid.harvard.edu/publications/doing-iterative-and-adaptive-work</a>&gt;</li><li>▪ Ramalingham, B. (2016) 'What's Next for Design in Development?', IDS, 19 February. &lt;<a href="http://www.ids.ac.uk/opinion/what-s-next-in-design-for-development">http://www.ids.ac.uk/opinion/what-s-next-in-design-for-development</a>&gt;</li><li>▪ Seelos, C, and Mair, J. (2016) 'When Innovation Goes Wrong', <i>Stanford Social Innovation Review</i>. &lt;<a href="https://ssir.org/articles/entry/when_innovation_goes_wrong">https://ssir.org/articles/entry/when_innovation_goes_wrong</a>&gt;</li></ul> |        |               |      |         |



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