Facilitator Notes

Time:
45-60 mins.

Difficulty:
★★★★☆

Step 1. Prepare 3-5 "How Might We...?" opportunity statements from those generated previously. Place each statement on a separate wall or board. Give each person post-it notes and a marker.

Step 2. Remind people of the rules of brainstorming. Tell them to be very specific about the ideas they are proposing. Use big markers (not pens) so everyone can see what the idea is. Write only one idea per post-it.

Step 3. Begin by asking the group to generate a list of barriers related to the opportunity statement.

Step 4. Protect all participants by enforcing the Rules of Brainstorming. If ideas slow down, prompt the group to think about one of the barriers listed during the warm-up. Or share a story from the research to spark thinking (i.e. "So what ideas would encourage Shashu to adhere to her medication?")

Step 5. When the ideas really slow down, switch to a new opportunity area. This might be 15-30 minutes per HMW.

BRAINSTORM NEW SOLUTIONS

Brainstorming gives permission to think expansively and without any organizational, operational, or technological constraints.

Some people think of brainstorms as undisciplined conversation. But conducting a fruitful brainstorm involves a lot of discipline and a bit of preparation.

The practice of generating truly impractical solutions often sparks ideas that are relevant and reasonable. It may require generating 100 ideas (many of which are silly or impossible) in order to come up with those three truly inspirational solutions.

TIP

SEVEN BRAINSTORMING RULES

» **Defer judgment**
There are no bad ideas at this point. There will be plenty of time to judge ideas later.

» **Encourage wild ideas**
It's the wild ideas that often create real innovation. It is always easy to bring ideas down to earth later!

» **Build on the ideas of others**
Think in terms of 'and' instead of 'but.' If you dislike someone's idea, challenge yourself to build on it and make it better.

» **Stay focused on topic**
You will get better output if everyone is disciplined.

» **Be visual**
Try to engage the logical and the creative sides of the brain.

» **One conversation at a time**
Allow ideas to be heard and built upon.

» **Go for quantity**
Set a big goal for number of ideas and surpass it! Remember there is no need to make a lengthy case for your idea since no one is judging. Ideas should flow quickly.

TRY

Brainstorming warm-up
Use this activity to get the team in an open-minded and energetic mindset for brainstorming.

Pair up with a partner. Person A will come up with lots of ideas about a potential business he or she wants to start. (Alternatively, one could plan an event such as a family vacation and pose ideas of places to go.)

Round 1:
Person A comes up with one idea after another. Person B must say NO to each idea and give a reason why it wouldn't work. Do this for 2-3 minutes.

Round 2:
Now Person B comes up with business or event ideas, one after another. Person A must say YES to each idea and build on it to make it bigger. Do this for 2-3 minutes.

As a group, discuss how these two different experiences felt. The Round 2 experience is the environment the team will want to create for a successful brainstorm.

STEP 6

MAKE IDEAS REAL

Prototyping is about building to think. This means creating the solution so that it can be communicated to others and making the idea better. Prototyping allows you to quickly and cheaply make ideas tangible so they can be tested and evaluated by others - before you've had time to fall in love with them.

What is prototyping?

» BUILD TO THINK: Prototypes are disposable tools used throughout the concept development process, both to validate ideas and to help generate more ideas. Prototypes are a powerful form of communication and force us to think in realistic terms about how someone would interact with the concept.

» ROUGH, RAPID, RIGHT: Prototypes are not precious. They should be built as quickly and cheaply as possible.

» ANSWERING QUESTIONS: It is essential to know what question a prototype is being used to answer, for example about desirability, usefulness, usability, viability, or feasibility.

Why prototype?

» To develop a deeper understanding of what an idea means and to reveal questions the team needs to answer.

» To create an internal dialogue about how the concept works and external communication about the concept.

TRY

Imagine the Value Proposition

For each prototype, answer these questions to start building the value of the idea:

» Who will benefit from this idea? What is the value to the end customers?

» Why and how is this idea better than alternative options?

» How much is this benefit worth to them?

» How much would they be willing to pay for this benefit"

» How might this payment be collected?

Facilitator Notes

Time:
45-60 mins.

Difficulty:
★★★☆☆

Step 1. Ask teams to partner in teams of 2-4. Small teams help everyone to have a role.

Step 2. Ask teams to pick one solution from the brainstorming boards. You may choose to offer a range of criteria: two teams working on solutions they're "most passionate about," one group on "most feasible" and one on "furthest out" or "long term".

Step 3. Prompt teams to spend no more than 30-45 minutes making their chosen solution tangible, using one of the prototyping forms described here or creating new ones.

Step 4. Give each team 5 minutes to share their idea back to the larger group to get initial feedback. Encourage teams to include an enactment of the experience of use, even if they have a paper-based prototype. Prompt groups to identify what customer needs their prototype addresses and what key questions they still have.

TIP

COMMON PROTOTYPE FORMS

Models:
A physical model of a product, shown above, makes a 2-dimensional idea come alive in 3 dimensions. Using rough materials allows you to quickly mock up low-fidelity prototypes.

Storyboards:
Imagining the complete user experience through a series of images or sketches.

Role-play:
The emotional experience with a product or service is sometimes best expressed by acting it out with team members taking on the role of the constituent or customer.

Diagrams:
Mapping is a great way to express a space, process, or structure. Consider how ideas relate to each other, and how the experience changes over time.

Facilitator Notes

Time:
1-1.5 Hours

Difficulty:
★★★☆☆

Step 1. Ask team members to prepare how to present their solutions to participants. It's not necessary to give behind-the-scenes organizational information to them.

Step 2. Have teams practice presenting solutions to the rest of the group—enactment is especially effective. Invite others to help simplify and clarify the presentation and identify focus questions to be answered in research.

Step 3. Ask teams to standardize a script about the solution so it is delivered consistently at each feedback session. Write down key questions to ask in follow-up.

Step 4. When introducing the feedback session to the customer group, explain you want honest feedback—even if negative—and that the team has spent minimal time prototyping.

GATHER FEEDBACK

After solutions have been generated, it's time to take them back out to participants to gather feedback.

WATCH OUT

Don't invest too much time perfecting the ideas before feedback – the point of re-engaging customers is to change the solutions, not to prove that they are perfect. The best feedback is that which makes you rethink and redesign.

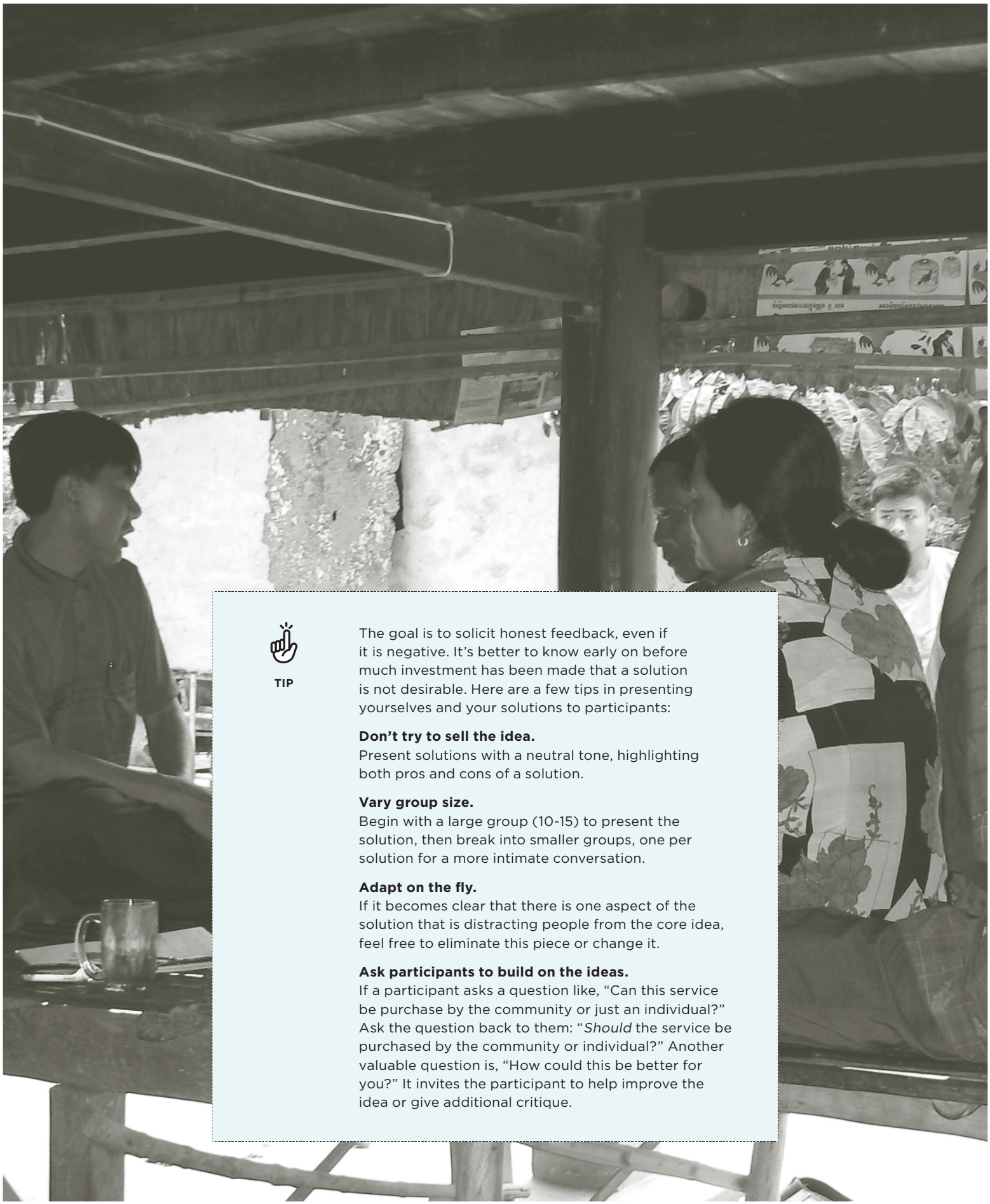
How to solicit feedback
A great way to get honest feedback is to take several executions out to people. When there is only one concept available, people may be reluctant to criticize. However, when allowed to compare and contrast, people tend to speak more honestly.

Whose feedback to solicit
Speaking to new participants in a different region from where you did your research is a way to explore the generalizability of a solution. You may choose to speak to a mix of both new people and to those you have spoken with before.

Try to include all stakeholders who would touch the concept; in addition to the end user, include manufacturers, installers, service providers, distributors, retailers, etc.

What questions to pursue
For each prototype, identify 3-4 questions you'd like answer about desirability or use case during the feedback session.

Keep careful notes of the feedback, both positive and negative, and the new questions the team needs to answer about the solution.



TIP

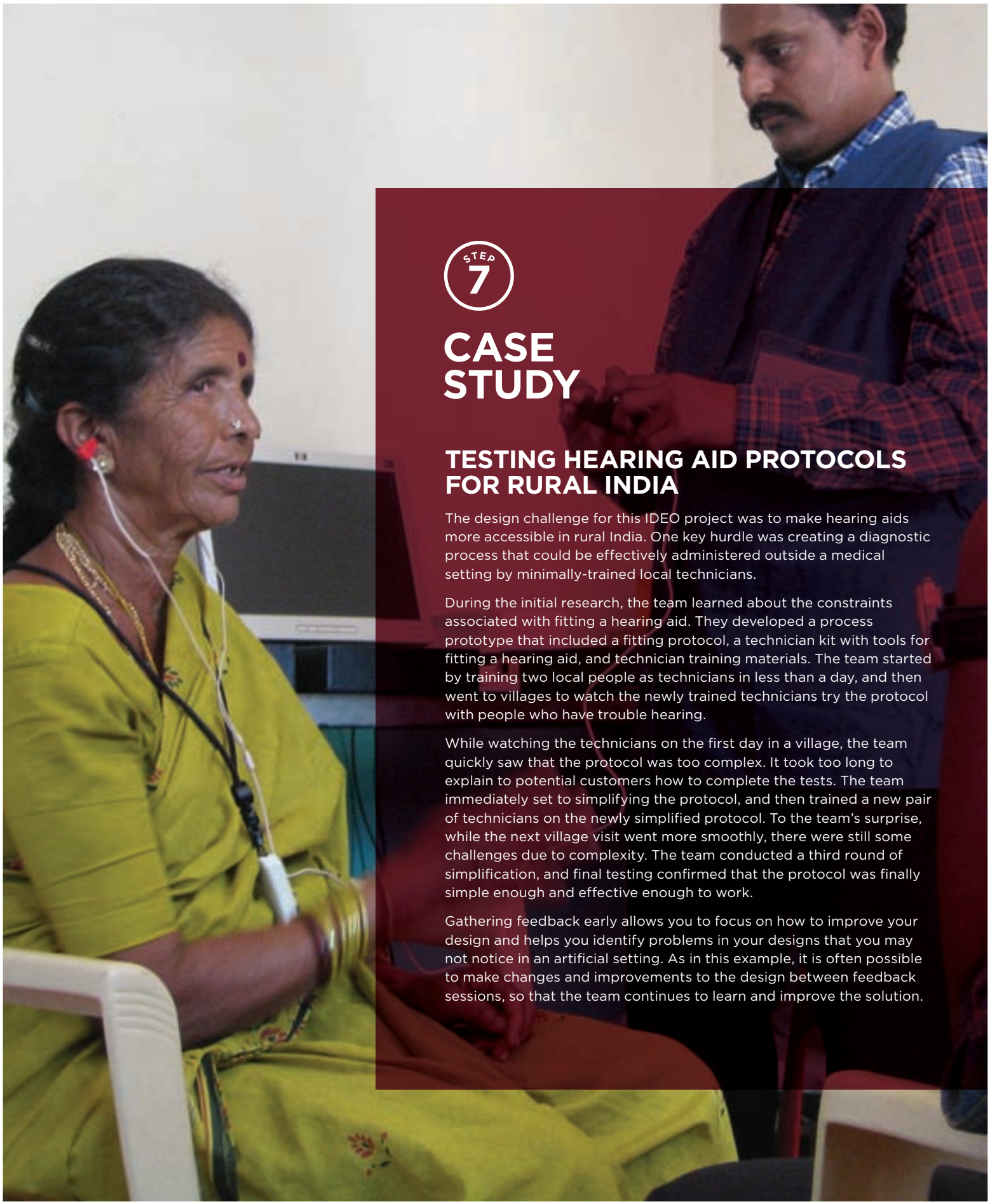
The goal is to solicit honest feedback, even if it is negative. It's better to know early on before much investment has been made that a solution is not desirable. Here are a few tips in presenting yourselves and your solutions to participants:

Don't try to sell the idea.
Present solutions with a neutral tone, highlighting both pros and cons of a solution.

Vary group size.
Begin with a large group (10-15) to present the solution, then break into smaller groups, one per solution for a more intimate conversation.

Adapt on the fly.
If it becomes clear that there is one aspect of the solution that is distracting people from the core idea, feel free to eliminate this piece or change it.

Ask participants to build on the ideas.
If a participant asks a question like, "Can this service be purchase by the community or just an individual?" Ask the question back to them: "*Should* the service be purchased by the community or individual?" Another valuable question is, "How could this be better for you?" It invites the participant to help improve the idea or give additional critique.



STEP 7

CASE STUDY

TESTING HEARING AID PROTOCOLS FOR RURAL INDIA

The design challenge for this IDEO project was to make hearing aids more accessible in rural India. One key hurdle was creating a diagnostic process that could be effectively administered outside a medical setting by minimally-trained local technicians.

During the initial research, the team learned about the constraints associated with fitting a hearing aid. They developed a process prototype that included a fitting protocol, a technician kit with tools for fitting a hearing aid, and technician training materials. The team started by training two local people as technicians in less than a day, and then went to villages to watch the newly trained technicians try the protocol with people who have trouble hearing.

While watching the technicians on the first day in a village, the team quickly saw that the protocol was too complex. It took too long to explain to potential customers how to complete the tests. The team immediately set to simplifying the protocol, and then trained a new pair of technicians on the newly simplified protocol. To the team's surprise, while the next village visit went more smoothly, there were still some challenges due to complexity. The team conducted a third round of simplification, and final testing confirmed that the protocol was finally simple enough and effective enough to work.

Gathering feedback early allows you to focus on how to improve your design and helps you identify problems in your designs that you may not notice in an artificial setting. As in this example, it is often possible to make changes and improvements to the design between feedback sessions, so that the team continues to learn and improve the solution.

DELIVER

2ND EDITION

H C D

DELIVER: GOALS

Once the design team has created many desirable solutions, it is time to consider how to make these feasible and viable. The Deliver phase will move your top ideas toward implementation.

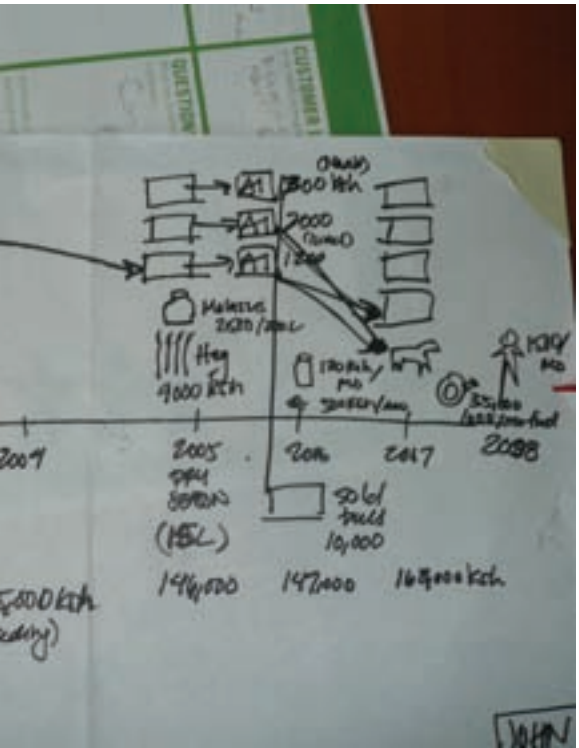
The activities offered here are meant to complement your organization's existing implementation processes and may prompt adaptations to the way solutions are typically rolled out.

In the Deliver Phase, your team will:

- **» IDENTIFY REQUIRED CAPABILITIES**
- **» CREATE A MODEL FOR FINANCIAL SUSTAINABILITY**
- **» DEVELOP AN INNOVATION PIPELINE**
- **» PLAN PILOTS & MEASURE IMPACT**

Tools to catapult solutions to the next steps of implementation.

—IDE CAMBODIA



H C D

DELIVER: OUTPUTS

This phase will challenge the team to create the elements necessary to make the solution successful, and to track the impact of the solution.

In the Deliver phase, you will produce:

- » FEASIBILITY ASSESSMENT
- » VIABILITY ASSESSMENT
- » INNOVATION PIPELINE
- » IMPLEMENTATION PLAN
- » LEARNING PLAN

Delivering solutions to your constituents means you will need to build the capabilities and financial models that will ensure that the solutions are implemented well and can be sustained over the long term. You will also need to create a plan for on-going learning and iteration.

H C D

DELIVER: THEORY

Delivering solutions that are new to the world involves creating low-investment, low-cost ways of trying out your ideas in a real-world context.

The team can design a handful of mini-pilots that precede and inform the full pilot program. Mini-pilots might engage actors who are different from the group of stakeholders for the final implementation. For example, in a mini-pilot, the NGO or social enterprise might play certain roles that will ultimately be held by partners in order to gain a deeper understanding of how the system should work and to be more informed when soliciting and training partners.

Implementation is an iterative process that will likely require many prototypes, mini-pilots and pilots to perfect the solution and support system.

Piloting an idea before it goes to market not only allows you to understand the solution better, but also helps you identify what it will take for your organization to deliver that idea to the community.

Every organization is optimized to achieve what it currently does. If you want to achieve different outcomes, you often need to do things differently than you know and do right now—whether it is about finding new talent, developing new skills, building new external partnerships, or creating new processes.

The Human-Centered Design process doesn't limit the solution by the current constraints of the organization.

This process invites you to work in the belief that new things are possible, and that you can evolve both the solutions that you deliver and the way your organization is designed, simultaneously.

In addition, Human-Centered Design integrates design and measurement methods in a continuous learning cycle. By encouraging on-going measurement, evaluation, and iteration, the solutions developed stay grounded in real-world impact and continue to evolve.

Facilitator Notes

Time:
30-45 mins.

Difficulty:
★★★★★

Focus on one solution at a time and take the team through the following exercise. Alternatively, the larger team can be split into smaller teams of two or three, with each smaller team focusing on one solution.

Step 1: On a board or flip chart, write "Customer Value." Ask the team to identify how each solution will provide value to the end customer. Write everything down. Ask the team to answer the question: "How much is this worth to the end customer?" Write down the figure on the chart.

Step 2: On a separate board or flip chart, write "Revenue Sources." Ask the team to identify who will pay for the product or service. How much will each actor pay? How will the payments be received? Use the example fee models in the "Try" text box to help.

Step 3: On another board or flip chart, write "Stakeholder Incentives." Ask the team to identify all stakeholders or players in the value chain who will be affected by the solution. Go through each actor and ask: "What is this group's incentives to participate in or help this solution?" If there is a group that has a disincentive to participate in the solution, ask: "How might we adapt the solution to encourage their participation?"

Step 4: If the team has split into smaller teams, have the group come back together to share.

STEP 1

DEVELOP A SUSTAINABLE REVENUE MODEL

The long-term success of solutions depends upon the intentional design of a revenue stream that can sustain the offering over time. Let the value provided to the end customer be your entry point as you design the support systems around the solution. For this Viability Assessment, answer the following questions for each solution.

TIP

1. Customer Value Proposition

» What is the value proposition for the end customer? Refer back to prototypes and customer feedback, highlighting the aspects customers found most important.

» How much is this worth to the end customer?

2. Revenue Sources

» Is the solution a product, a service or both?

» How much do customers pay?

» How do customers pay: in cash, in kind, in labor, in other?

3. Stakeholder Incentives

» How does this solution deliver value to each stakeholder involved?

» What are the stakeholders' incentives to participate? What are challenges or disincentives? How might we adapt the solution to avoid these disincentives?

TRY

Consider the following fee models to inspire your thinking. One exercise is for the design team to go down the list of models and ask:

"What would our solution look like if it were offered by: ...?"

» Membership/Subscription
» Gift it, share the income produced
» Give the product, sell the refill
» Subsidize
» Give the product, sell the service
» Service only
» Pay-per-use

STEP 1

CASE STUDY

MODELING REVENUE FOR NEW SERVICES

For the Today's Market Prices solution, the IDE Cambodia team identified the desirability of payment-in-kind options through customer feedback:

Customer Value Proposition
- » Connection to Privatized Extension Agent with real-time market pricing to inform where to sell large-quantity crops.
- » Connection to traders who collect from farms and sell crops at selected markets.

Revenue Sources
- » Payment in kind per use (price deducted from sales of crop at each collection)
- » Mobile phone provided a no cost (through phone donation program)
- » Free calls to designated number of Privatized Extension Agent

Stakeholder Incentives
- » Privatized Extension Agent receives fee per information request
- » Crop Collector expands his farmer clientele and receives a percentage from crops sold

»Mobile provider is paid for calls made to PEA numbers; expands potential customer base for calls/SMS sent outside the free number

Facilitator Notes

Time:
30-45 mins.

Difficulty:
★☆☆☆☆

Focus on one solution at a time and take the team through the following exercise. Alternatively, the larger team can be split into smaller teams of two or three, with each smaller team focusing on one solution.

Step 1: Write "Distribution" on a board or flip chart. Have the team identify all the possible actors who could deliver this solution. Write each actor on a post-it note. Ask the team to list the pros and cons of each of the different delivery possibilities.

Step 2: Write "Capabilities" on a separate board or flip chart. List the human, manufacturing, financial, and technical capabilities that will be required for each solution. Indicate if the capability exists in your local organization, if it exists somewhere else in your network, or whether you will have to partner.

Step 3: For the solutions that you will need to partner, create a list of potential partners. Narrow to a smaller set of partners. Ask the team to list the first step they would take to pursue the top partners identified.

Step 4: If you have split into smaller groups, ask the teams to come together to share their thoughts.

IDENTIFY CAPABILITIES REQUIRED FOR DELIVERING SOLUTIONS

The capabilities of your organization and partners will help inform the feasibility of solutions. Begin by thinking about the experience of the end customer—where and how the community members or end-user will purchase or experience this solution. Then identify the range of capabilities required for making this real. A challenge for the design team is to identify many possible models for delivery that leverage different partners and channels.

TIP

To identify the capabilities required to make each solution feasible, answer the following questions for each solution:

1. Distribution

» Where, when, how, and why might the customer experience this solution?

» Which actors and channels will touch the solution?

» What other channels could be used to reach customers?

» What is the range of possible ways this solution could be delivered?

2. Capabilities Required

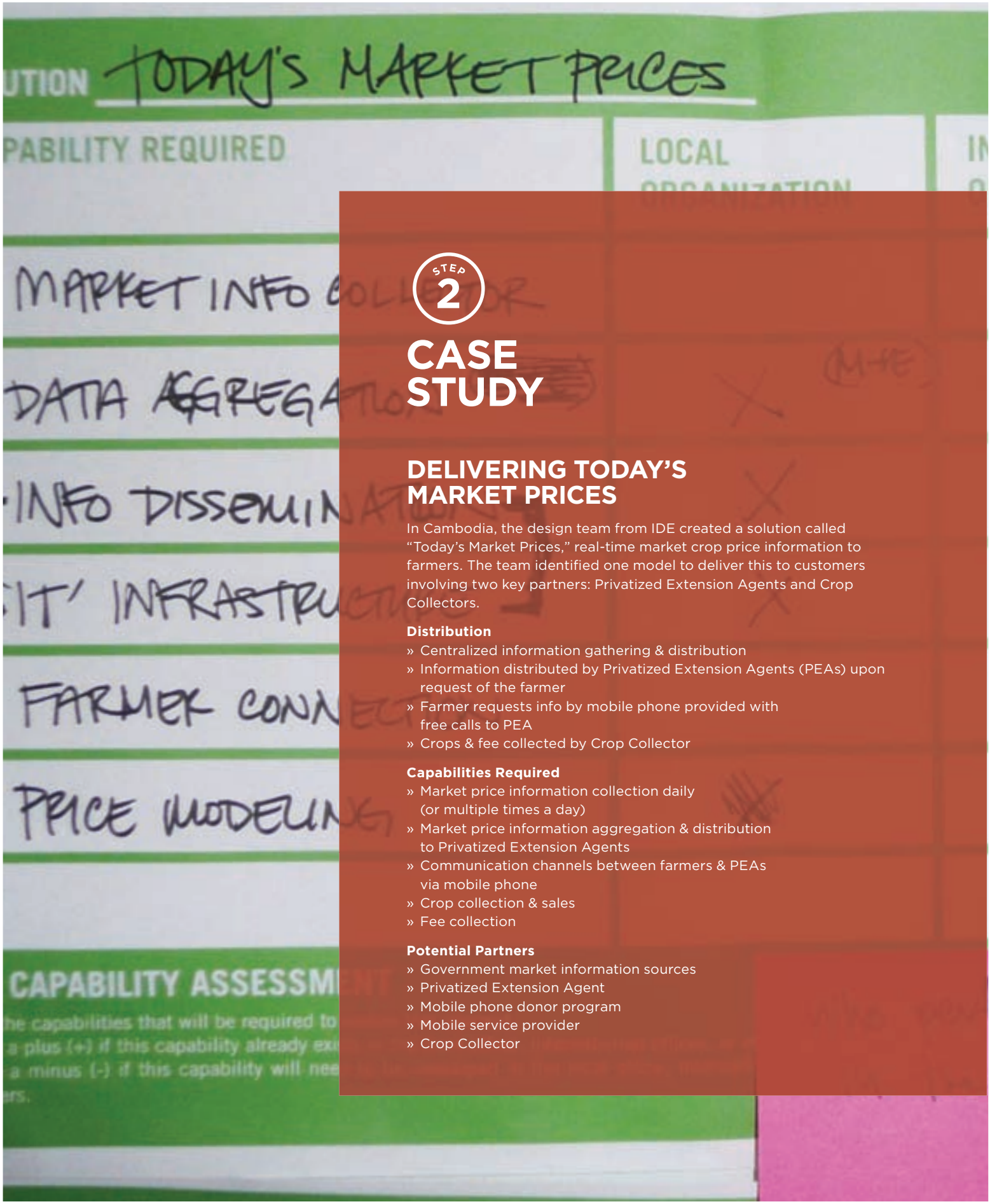
» What human, manufacturing, financial, and technological capabilities are required for creating and delivering this solution?

» Which of these capabilities do we have in our country location? Which do we have in our international location? And which capabilities will need to be found in partners?

» Would we need to grow any capabilities on this list?

3. Potential Partners

What organizations or individuals have capabilities that we do not? What is our relationship with them currently? How might we reach out to them and show the value of engaging with our organization on this solution?



STEP 2

CASE STUDY

DELIVERING TODAY'S MARKET PRICES

In Cambodia, the design team from IDE created a solution called "Today's Market Prices," real-time market crop price information to farmers. The team identified one model to deliver this to customers involving two key partners: Privatized Extension Agents and Crop Collectors.

Distribution

» Centralized information gathering & distribution
» Information distributed by Privatized Extension Agents (PEAs) upon request of the farmer
» Farmer requests info by mobile phone provided with free calls to PEA
» Crops & fee collected by Crop Collector

Capabilities Required

» Market price information collection daily (or multiple times a day)
» Market price information aggregation & distribution to Privatized Extension Agents
» Communication channels between farmers & PEAs via mobile phone
» Crop collection & sales
» Fee collection

Potential Partners

» Government market information sources
» Privatized Extension Agent
» Mobile phone donor program
» Mobile service provider
» Crop Collector

PLAN A PIPELINE OF SOLUTIONS

To understand how new solutions will move and grow your organization, map each solution to the matrix provided. As you are mapping solutions, ask whether each solution is targeted at your current customer group or whether it expands the group of customers you serve.

WATCH OUT

Existing users refers to the category of customers, such as people earning $1-2 per day vs. people earning greater than $2 a day, not those earning $1-2 per day who are current customers of your organization vs. people earning $1-2 per day who are not yet customers.

Determine whether the solutions extend or adapt an existing offer, or create a new offer. Analyze this information from the context of your investment strategy, mission, priorities and appetite for risk. Also identify which solutions fit naturally into programs already underway within your organization.

TIP #1

Many organizations say they are only looking for Revolutionary ideas, but their capabilities are limited to Incremental or Evolutionary ideas. Furthermore, funders can steer grantees toward more incremental ideas or ones that have been proven to be best practices. Make sure you are honest with how far your organization can stretch its capabilities and how willing your funders are to take risks. Mapping a pipeline of solutions that includes Incremental, Evolutionary, and Revolutionary ideas helps ensure that your design effort will pay off.

TIP #2

Remember, sometimes the ideas with the highest impact are the simple Incremental ideas.

Facilitator Notes

Time:
30-45 mins.

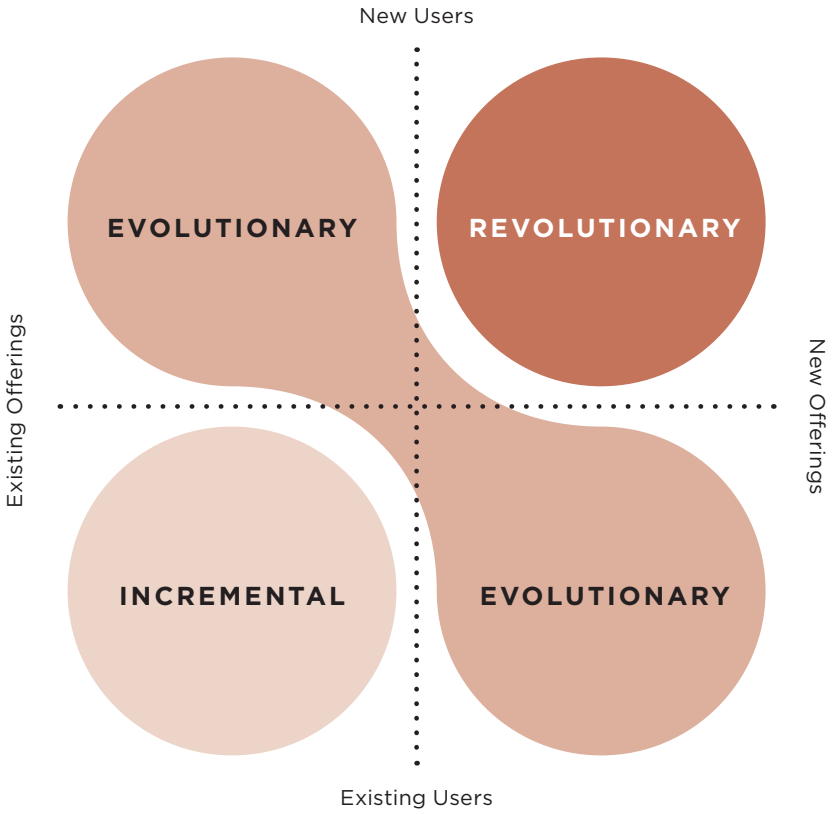
Difficulty:
★★☆☆☆

Step 1: Draw the matrix on a large sheet of flip-chart paper.

Step 2: Write each solution on a post-it note and place in the appropriate position on the matrix.

Step 3. Analyze if the team is happy with the distribution of solutions from Incremental to Revolutionary.

Step 4. If the team wants to add solutions to one of the quadrants, develop a HMW...? statement and brainstorm new solutions.



The lower left quadrant represents Incremental innovation as these solutions build on existing offerings with familiar users. Evolutionary innovation is about extending into either new offerings or new users while holding the other constant. Revolutionary innovation means tackling both new users and new offerings.

TIP #3

Look at the spread of solutions to reveal the gaps in your pipeline of solutions. Are parts of the matrix blank and others full? If so, determine if it is desirable for your organization to go back to Brainstorming in order to develop solutions that will intentionally fill that gap.

STEP 3

CASE STUDY

CREATING A SOLUTIONS PIPELINE

After plotting their solutions on the diagram, the IDE Cambodia team noticed that most of the solutions fell on the "existing user" side of the matrix since the organization has a highly defined target group. Yet the solutions spanned the range from those that fit within current projects and programs to new areas of offerings. The team also identified solutions that would start in the lower left corner with adaptations to existing solutions with existing customers, but over time would help the organization migrate into the other quadrants. While many organizations are initially attracted to the idea of "Revolutionary" innovations, in reality an innovation pipeline that focuses on existing capabilities or targets existing customers can be the strongest strategy for the near term.

CREATE AN IMPLEMENTATION TIMELINE

Map solutions to a timeline of implementation, with those in the Incremental innovation category early in the timeline and Revolutionary innovations further out.

Look at relationships of solutions to see whether initiating one solution will build the relationships and partners needed for another solution. You may also need to take into account which solutions can be explored within the scope of currently funded programs and which solutions suggest the proposal of new grants.

Facilitator Notes

Time:
15-30 mins.

Difficulty:
★★☆☆☆

Step 1: Create post-it notes for a timeline (such as 2 weeks, 1 months, 3 months, 6 months, 1 year) and post them along a large blank wall in your office.

Step 2: Post the Feasibility Assessments or post-it notes for each solution along the timeline.

Step 3. Assign champions to pursue the next steps.

TIP

Assigning an individual within your organization as a champion for each solution will help maintain momentum and increase the likelihood of implementation.

TRY

Divide each solution into a series of steps that build toward implementing the final solution. Challenge the team to do something toward implementing each solution in the next two weeks. For some solutions, a pilot can be launched in two weeks. For others, two weeks might be the amount of time required for further study or for the first steps to connecting with partners.

STEP 5

PLAN MINI-PILOTS & ITERATION

For each solution in your pipeline, it is important to identify simple, low-investment next steps to keep the ideas alive. One way to keep iterating and learning is to plan mini-pilots before large-scale pilots or full-scale implementation.

For each mini-pilot, ask three questions:

» What resources will I need to test out this idea?

» What key questions does this mini-pilot need to answer?

» How will we measure the success of this mini-pilot?

GENDER

When planning mini-pilots, pilots, and implementation plans, it often makes sense to understand how these may differ by gender. By understanding these differences early on, the solution can be iterated or transformed to make sure that the roles and needs of both men and women are being appropriately addressed. For example, in planning the mini-pilot, consider how women's roles in implementation might differ from men's. For each solution, ask how women could play a role as:

» client
» resource
» beneficiary
» partner

Do any of the answers differ in the ways women would play these roles versus men? If so, iterate your solution to incorporate this finding.

TRY

Use the Mini-pilot worksheet to plan next steps for each solution.

After each mini-pilot, it is important to reconvene the design team to understand what went well and where there was customer dissatisfaction or system obstacles. Use the worksheet provided to continuously iterate the mini-pilots, trials, and success measures.

See the full-size worksheet on the next page.

Facilitator Notes

Time:
45-60 mins.

Difficulty:
★★★☆☆

Step 1: Get into small groups per solutions and fill out the worksheet on the next page.

Step 2: Cross-share mini-pilot plans with the team and give each other feedback.

Step 3. Identify who will enact the most immediate next steps and establish the first check-in date.

MINI-PILOT PLANNING WORKSHEET

SOLUTION NAME:	**CHECK-IN DATE**	**CHECK-IN DATE**	**CHECK-IN DATE**
TEAM MEMBERS:			
» CONTEXT (WHO, WHERE, WHEN) & TIME What's a low-cost, low-investment way to try out this solution? What can you do in 2 weeks?	**» KEY LEARNINGS:**	**» KEY LEARNINGS:**	**» KEY LEARNINGS:**
» RESOURCES: What resources (people, funds, permissions) would you need to try this out?	**» NEW RESOURCES:**	**» NEW RESOURCES:**	**» NEW RESOURCES:**
» QUESTIONS TO ANSWER: What key questions do you have about this concept and its desirability for your customer?	**» NEW QUESTIONS:**	**» NEW QUESTIONS:**	**» NEW QUESTIONS:**
» HOW TO MEASURE SUCCESS: How will you know if your solution was successful? Successful for whom?	**» NEW MEASURES:**	**» NEW MEASURES:**	**» NEW MEASURES:**

CREATE A LEARNING PLAN

Facilitator Notes

Time:
45-60 mins.

Difficulty:
★★★☆☆

Step 1: Revisit the stories you gathered in the Hear phase as a baseline. Answer the questions: What was the situation of the people in our initial research? What should we expect to see happen in the lives of these people if our ideas are successful?

Step 2: Develop an approach to collect more stories before, during, and after implementation. If possible, identify a demographically similar group that will not be affected by your ideas and collect their information as well for a robust study.

Step 3. Create a strategy for integrating qualitative and quantitative methods for learning.

Step 4: Encourage the team to embrace measurement as a process to enable on-going learning and inspire new solutions and pose new design challenges.

Throughout the design and implementation of new solutions, it is important to keep learning. With Human-Centered Design, design and evaluation are one seamless process, since both require attention to the effects of solutions on the lives of people.

Early in the design process, you collected stories that helped develop the understanding to get you to new ideas. After the first ideas were prototyped, you gathered feedback to make those ideas better.

As implementation begins, it is important to keep learning about how the solutions are working in order to keep making the designs better, and to select how to spend valuable resources on the solutions that are making the most impact. Instead of thinking that implementation is when design ends and monitoring and evaluation activities begins, try to marry design and implementation throughout your activities.

When ideas are implemented, the team should continue to collect stories and gather feedback from users. Stories collected from people in the Hear phase will help the team create a baseline to track how solutions are affecting individuals' lives. Collecting on-going feedback will help the team iterate on the ideas in order to make them more effective, more appropriate, and more cost-effective.

In addition to stories and feedback, begin to track indicators and outcomes. This is possible after the solutions are implemented and are important to measuring the impact as well as the return on investment of solutions.

Refer to 'Impact Planning and Learning Approaches' from Keystone at keystoneaccountability.org.

Refer to 'The Evaluation Toolkit' published by FSG at fsg-impact.org/ideas.