
Innovation Dialogues Europe Africa D4D Hub Project



EU  INTERNATIONAL PARTNERSHIPS

DIGITAL FOR DEVELOPMENT HUB

Methodology Innovation Day

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Deliverable D2.3

Methodology Innovation Day

Work Package 2: Pooling of challenges and engaging stakeholders

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Leader: Enabel

Authors: Sebastien Francotte (Mozambique); Abdoul Malick Tapsoba (Burkina Faso); Hedef Idriss El Fatih (Morocco); Anthony Bwengye (Uganda); Capucine Gonnord (Belgium)

Contributors

Name	Organisation
Sebastien Francotte (Mozambique); Abdoul Malick Tapsoba (Burkina Faso); Hedef Idriss El Fatih (Morocco); Anthony Bwengye (Uganda); Capucine Gonnord (Belgium)	Enabel
Lucrezia	GIZ
Isabel	BetterPlace Lab

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The IDEA D4D Hub project is funded under the Horizon 2020 Programme. With a duration of 22 months starting in December 2021, it seeks to strengthen the capacity of civil society organisations and academia in Africa to participate in a meaningful dialogue around inclusive digital transformation. It is implemented by 5 partners; betterplace lab, Enabel, Expertise France, GIZ and Smart Africa Secretariat.

I. Overview

Objectives of WP2

The objective of WP2 is to pool the challenges that society is facing in digital transformation to tackle them in the process of ICT research and innovation, and to facilitate practical collaborations between key stakeholders of the digital economy and society to boost the development of new strategic partnerships and collaboration for joint digital social innovation.

Specific objectives:

1. To ensure that digital transformation serves the public interest by putting values, needs and general interests of society at the centre of this revolution
2. To ensure that key challenges hindering a human-centred digital transformation (e.g. unequal access to digital opportunities, human rights risks, digital gender gap, etc.) are addressed through multi-stakeholder co-created research and innovation initiatives
3. To facilitate practical collaborations between key stakeholders of the digital economy and society to boost the development of new strategic partnerships and collaboration for joint digital solutions.

The WP is led by Enabel, with the implementing support of betterplace lab (BPL) in the first and last activities. The main output of WP2 is that “Key challenges for human-centric digital transformation in the partner countries have been identified and innovative solutions have been co-created”.

This includes the following tasks:

1. T2.1: Stakeholders Identification: Stakeholders active and relevant in value driven, human centred digital transformation have been identified
2. T2.2: Selection of challenges: Challenges towards a value-driven, needs-based and human-centred digital transformation are selected
3. T2.3: Methodology of the Innovation Days
4. T2.4: Innovation Days: 4 hybrid Innovation Days with AU and EU participants (Morocco, Burkina Faso, Uganda, Moz)
5. T2.5: Monitoring of the Innovation Days

Objectives of T2.3

General objective of the methodology

The present methodology is to guide the organisation of the Innovation Days in the 4 selected countries namely Morocco, Burkina Faso, Mozambique and Uganda. It may also be used as a standard and guidelines for anybody and/ or any entity wishing to implement an event of this type, in the 4 different African regions (to the extent of the fifth one). This framework aims at describing the different steps required to 1) achieve successful impact in the digital transformation of society via multi-stakeholder events, 2) to maintain a strong commitment of the participants and stakeholders involved before, during and after the Innovation Day 3) to define an operational and temporal framework to remain reactive and dynamic in case of changes.

Specific objective of the methodology

The specific objective of this methodology is to provide the reader with a step-by-step approach in organising a 48H physical event bringing 70 EU and AU partners in one African country to co-create design concepts for innovative projects that can later on be piloted in the partner country.

NB: Despite the contextual differences of the four implementing countries, the methodology will remain general in defining the steps and activities needed to reach the general objective of the Innovation Days. However, it is essential that a pre-mapping of each country's national digital ecosystem should be done prior as well as a good understanding of the regulations/ feasibility to further develop research projects, policy papers, business projects (being the potential outputs of each Innovation Day).

II. Concept of the Innovation Days

During the Innovation Days, civil society and academia (inviting specifically the beneficiaries of WP1 together with other key stakeholders in the digital ecosystem (private sector, innovation hubs, public sector, etc.) will be brought together to jointly reflect on potential solutions for the key challenges identified. To support this co-creation, the sessions will be facilitated using human-centric design methodologies and ensuring that teams bring together participants from different stakeholder groups, thereby leveraging different perspectives and expertise to ensure innovative thinking. This interdisciplinary team exercise will provide the basis for new partnerships among stakeholders. The outcome of the Innovation Days will be innovative solutions in the form of **joint project proposals** (i.e. concept note) to these key challenges identified through the workshop and refined with the open call.

The outputs of the Innovation Days can be concretized under the following types of project proposals:

- Policy paper: Guide on digital practices or recommendation for policy framework

Diagnosis and mapping of existing experiences to draw lessons and capitalise on successes, in relation to policies and strategies already in place, collective or individual initiatives, programmes of other TFPs.....

=> This output might be later piloted and scaled up by regulators and policy makers.

- Project proposals for the development cooperation and academia
The proposals address the challenges of a people-centred digital transformation, in terms of legislation, territorialisation, flexibility of local administrations.... in line with the country's priorities, EU, etc

=> This output might be later piloted and scaled up by the EUD, governmental agencies, EU development agencies and academia (universities, research center).

- Business model: Innovative business (model) solutions
Proposals for business models/start-ups responding to the challenges of human-centred digital transformation (e.g. App, platform, tools)

=> This output might be later piloted and scaled up by private sector, DIHs, investors, incubation programme

The Innovation Days will be an opportunity for participants to increase their knowledge via **capacity building** activities. Through webinars before the event, coaching and mentoring during the event to strengthen the participants skills on specific aspects (e.g., design thinking, Pitch techniques, interdisciplinary collaborative methods, human centric design). The content will be published on a regular basis in an open source software (e.g. google drive) accessible to every participant to consult during and after the event. It is expected that, as a result of the project's activities, the target groups have gained necessary knowledge on the societal challenges in the digitization process, and increased skills to tackle them.

Because of the multi-stakeholder and transcontinental nature of the Innovation Days as well as the pre-event activities including active engagement and networking between the different parties, **partnership building** will play an important part. The latter may lead to synergies between different disciplines (technological, social sciences, and humanities) and stakeholders (CSOs, Private sector, European delegation) hence supporting the innovation and research capacities of African and European countries.

Last, through its communication activities, the Innovation Days will enhance the visibility and awareness of cooperation opportunities at a pan-African and European level; enhance women-led initiatives as well as foster South-South cooperation.

III. Methodology

PRIOR INNOVATION DAYS

Workshop (link with WP1)

By building on the results of WP1, the 20 participants of each workshop will be asked to share the key challenges they experienced in their countries in regard to an inclusive digital transformation. These inputs will be used as the basis for formulating the open call that will be used to identify, attract and select the remaining 50 participants from Europe and Africa as well as identifying the topics of the Innovation Days.

The participants of the workshop should continue to be involved after the workshop on a regular basis to ensure continuity between the workshop and the Innovation Days, hence to ensure their active participation in co-creating solutions during the Innovation Days.

NB: From one country to another, because of the embryonic nature of the topic, some CSOs might be harder to keep engaged throughout the whole process and with the same contact person. One way to still benefit from their inputs and insights in the Innovation Days would be to work with them as walking consultants during the event advising teams on the challenges, context, needs rather than full participants.

Selection of participants (link with T2.1)

To ensure participation of all relevant stakeholders in the Innovation Days an open call for participation will be launched. Furthermore, civil society and academia representatives who participated in the workshops will be specifically invited and encouraged to participate. The call for participation will be published on the web-page of the project and promoted through the different communication channels of the partners and the D4D hub partners both in Africa and the EU to reach the target groups and ensure the visibility of the call. During the evaluation of applications, the motivation of the participants will be evaluated. The objective is to select 70 participants (50 from the targeted African country and 20 from European organisations based in the targeted African country) for every Innovation Days. People will apply as individuals, and will later be put in teams by Enabel based on their skills, interest and expertise.

The open call for applications will be issued as a form, open to all target groups as basis to select participants, in the following process:

1. Appointment of a selection committee
2. Preparation of the open call form (based on the form used for the workshop open call but enlarged to the other stakeholders groups: private sector, PTFs, government, EU representatives, hubs..)
3. Definition of the selection criteria
4. Dissemination of the form through IDEA communication tools; partners networks and communication channels; CSOs of the workshops
5. Call open for one month

6. First selection based on completeness of answers, motivation, skills, experiences and suggested ideas
7. Final selection of participants based on distribution agreed upfront with BPL to ensure a correct representativity of each stakeholder groups
8. Creation of teams based on skills and background to ensure efficient multidisciplinary teams, and allocate at least one member with English speaking capacity
9. Sending confirmation email at least 2 weeks before the hackathon.

Selection of the challenges (i.e. topic of Innovation Day)

To prepare the ground for the Innovation Days and foster bottom-up engagement, the selection of the challenges will be done **within the same open call as the one for participants (see above)**. In a dedicated section, the open call will ask the participants to choose the one or two challenges they believe are the most pressing based on the list of challenges identified during the workshop by the CSOs. They will also have the opportunity to add other pressing challenges they think are relevant to address during the Innovation Days. Once the call closes, the most pertinent design challenges for advancing human-centric digital transformation will be selected by the selection committee and become the topics of the Innovation Days.

Appendix A highlights some key groups of challenges.

Organizational set up

Four Innovation Days will be organised within 12 months and the preparation for each event will follow the same set of activities:

1. Selection and confirmation of the dates, considering organisational aspects that make the event accessible for all, developing a strategy for reaching all relevant target groups in conjunction with BPL;
2. Develop strong communication strategy adapted to partner country in conjunction with Smart Africa
3. Launch open call
4. Selection of participants and challenges via the open call
5. Selection of EU organisations for the knowledge exchange sessions (virtual)*
6. Terms and conditions of hackathon (writing of official invites after selecting participants)
7. Participants validate their participations on the basis of the terms and conditions
8. Organize the participants in groups and themes based on the open call results
9. Development of an agenda;
10. Communication activities
11. Recruitment and selection of additional facilitators (e.g coaches, experts, translators)
12. Select Jury
13. Other preparatory activities (venue, catering, materials etc.)
14. Pre-event activities (evening networking, information sessions, etc)
15. Start competition

Pre-indicative Timeline



* The event is to gather 70 participants representing both the African country (50) in which the Innovation Day occurs (i.e. Mozambique, Burkina Faso, Uganda, Morocco) and Europe (20). Europe is represented by EU organisations, delegations, institutions, development agencies actively present in the selected African country for the Innovation Day.

Designing solutions with EU representants in the African country will ensure:

- Better understanding of the African context
- Ongoing programs and projects in the country
- Sustainability and implementation of solutions

However, because the event is about strengthening the links between the two continents, the Innovation Days will also give the opportunity to participants to network with 10 EU organisations based in Europe via knowledge exchange sessions that will take place virtually for 45 minutes. The goal of these sessions is to enable groups to share their digital solutions ideas with EU organisations to gather some feedback based on the experience and expertise of the latter. The EU organisations will have the opportunity to explore and learn more on the digital solutions ideas being co-designed in African countries and network. The EU organisations will therefore be selected based on the topics and sector discussed during the Innovation Days and match with appropriate teams.

Risks and mitigation table

Task	Risk(s)	Mitigation
Selection and confirmation of the dates, considering organizational aspects that make the event accessible for all	No approval from local authorities Bad time of the year (international event at the same time) Covid outburst	Backup plan Foresee all upcoming events Discuss with local authorities few months prior
Write and launch a call for application	Misinterpretation of hackathon conditions	Be very explicit in the call for applications on the selection criteria, scoring and copyright
Design and implementation of an intensive communication plan	Information goes unnoticed	Combine all communication channels and all communication media
Setup a selection committee	Unavailability of a member	Always schedule pending members
The selection of the candidate teams	Unavailability of a member or the whole team Refusal of the terms and conditions by participants	Provide a waiting list
Confirmation of the teams	Error in entering email addresses Members of the team not available anymore	Schedule calls with participants (instead of mail) Provide a waiting list
Publication of the official list of teams selected	The publication is optional so without risk	

Selection of 10 EU organisations for knowledge exchange sessions	Unavailability of an organisation; Language issue	Provide back up list Ensure translators or that they speak the language of the country at stake
Preparation of the logistics (hotel and transport)	Unavailability of rooms in hotels near the hackathon venue	Provide villa rental or provide a margin in the budgeting of the hotel; or per diem option
Development of the agenda	(Last minute) Change in the outline and overall setup	Prepare backup planning in case some parts change order or get canceled Be strongly collaborative with mentors, organizers
Setup of a jury	Unavailability of a member of the jury	Provide a back-up list of people that can be easily mobilized for the jury
Recruitment and selection of additional facilitators (e.g coaches, experts,	Unavailability of a facilitator	Provide a waiting list of coaches that can be easily mobilized
Pre-event activities (evening networking, information sessions, onboarding of the team, etc)	Not all participants are present	Ensure a get together and icebreaker between the members of each team at the start of the Innovation Day 1 Keep the resources and content shared during the pre-event in a folder (google drive) accessible to the 'absent' participants the following days for catch up

DURING INNOVATION DAYS

Overall Setup

During the Innovation Days, participants from different stakeholder groups will form multidisciplinary teams (between 6 and 7 members) to work on a challenge of common interest. Participants will be guided through a human-centered design thinking process by participating in different sub-sessions, each focusing on one of the specific stage (empathy, definition, ideation, prototyping, pitch).

The 10 groups will be placed in such a way that the small ecosystems created by the team members (selected upfront, bringing together representatives of CSOs, academics, and the public and private sectors...) will have a dedicated brainstorming space. They will be equipped with (at least) one computer and online tools. This will guarantee a continuous and efficient communication with their remote counterparts. Rotating moderators and experts will be fully available to advise, challenge, and monitor the teams.

At the end of the event, an award ceremony will be organized, followed by a networking reception with an enlarged audience to enable participants to network with stakeholders susceptible to further develop the submitted design ideas in the partner country.

Language

To ensure active participation and effective communication between different stakeholders, language barriers should be prevented. Participants in the Innovation Days should therefore be able to communicate freely with their counterparts and therefore avoid translation intermediaries. As a result, both participants from EU and AU should speak the same language. However, automatic translation will be provided for the global plenary sessions, to allow all additional external stakeholders (mainly Consortium partners and additional audience during the award ceremony) to follow and correctly understand the different aspects discussed, as well as the resulting outcomes.

Design of the workshops

The Innovation Days will take place over 2,5 days, and will follow a design thinking methodology including an iterative approach, structured in 5 distinct stages.

The hackathon will be preceded by an **opening evening (D0)**. This will serve as an introduction and will ensure a good start for the teams. It will also give them the opportunity to have a first glance on the different tools that will be provided for the 48-hour Innovation Days. It will finally be an opportunity for every team to meet, as well as for the Consortium partners to be introduced and initiate networking opportunities.

In the next **two days (D1 & D2)**, the participants will enter the design thinking phase composed of 5 blocks. Each block includes an introduction session of the topic addressed, along with some best tips and clear understanding of the expected outcomes. These sessions will be delivered to all participants and teams simultaneously. An expert in design thinking and specifically on the topic at play will provide the audience with the presentation. A brainstorming session will follow, where teams will have time to develop their ideas, guided by the insights of the initial session and by receiving direct mentoring from rotating moderators (i.e. can be the same as the expert in design thinking). Eventually, teams will present their state of play in a dedicated wrap-up time and receive constructive feedback from the methodological experts and moderators. At least, one participant will present in English the evolution of his/her group to the Consortium of the project (i.e. GIZ, Enabel, EF, BPLab, Smart Africa).

During this entire workflow, teams will have to write their project proposal (i.e. output of the Innovation Day). At each stage, they will need to detail the outcome of their reflective process, to reach a complete concept note at the end of the hackathon. This concept note will be the 'prototype' they will present to the final jury.

Overall, the participants will benefit from the below activities during the 48H of co-creation.

<h3>Networking</h3> <p>Within and across groups during the Innovation Days; during cocktails the evening before and at the event closing</p>	<h3>Interactive Discussions</h3> <p>45 minutes of knowledge & experience sharing with EU organizations, in a hybrid format</p>
<h3>Masterclass</h3> <p>Experts insights on the design thinking process blocks incl. Empathy, ideation, pitching</p>	<h3>Mentoring & Coaching</h3> <p>Custom-tailored advices from professionals and experts to teams on the solutions design</p>

Day by Day descriptions and objectives

- **Day zero - evening before the start of the event**

Opening the event: gathering the participants, delimiting the event scope and workflow, the involved partners, and its final objectives (including sustainability of the solutions). It will also be used to introduce the different teams and emphasize the usefulness of this contest for the participants) to increase their interest and participation (visibility after the event on social media; mentoring; long-term engagement; follow-up).

The opening ceremony will be followed by a “Pre-hackathon training” to introduce participants to the different collaboration tools that will be used during the event (eg. Miro, Mural, Office). A gamification concept will be applied, by organising a quick contest on the content learned (via Kahoot, Mentimeter for example).

Eventually, teams will have the opportunity to get to know each other at the networking event organised right after.

- **Day one**

The goal of the first day is for the teams to design the draft of their solution after clearly defining the needs based on a human centric design following the below structure.

Bloc 1 Empathize	Introduction session	<i>Plenary, to all participants</i>	« How to empathize? » by a design thinking expert
	Brainstorming session	<i>In teams</i>	What do people really need? Gather high-quality users/citizens' understanding. <i>Support from moderators</i>
	Wrap up & Feedback session	<i>Presentation to methodological experts</i>	Summary of discussions, feedback from the experts on the progressions and advise on next steps

Bloc 2 Definition	Introduction session	<i>Plenary, to all participants</i>	« Definition of the challenges » by a design thinking expert
	Brainstorming session	<i>In teams</i>	Determine clearly what teams want to solve and articulate it. <i>Support from moderators</i>
	Wrap up & Feedback session	<i>Presentation to methodological experts</i>	Summary of discussions, feedback from the experts on the progressions and advise on next steps

Bloc 3 Ideation	Introduction session	<i>Plenary, to all participants</i>	« Ideation » by a design thinking expert
	Brainstorming session	<i>In teams</i>	With a deep understanding of the user/citizens and a focused challenge to solve, creation potential solutions. <i>Support from moderators</i>
	Wrap up & Feedback session	<i>Presentation to methodological experts</i>	Summary of discussions, feedback from the experts on the progressions and advise on next steps

- **Day two**

The goal of this second day is to articulate a clear project concept and pitch it in front of a jury following the below structure.

Bloc 4 Prototyping	Introduction session	<i>Plenary to all participants</i>	« Prototyping » by a design thinking expert
	Brainstorming session	<i>In teams</i>	This fourth step is about experimentation, transforming ideas into more tangible concepts. <i>Support from moderators</i>
	Wrap up & Feedback session	<i>Presentation to methodological experts</i>	Summary of discussions, feedback from the experts on the progressions and advise on next steps

Bloc 5 Pitching	Introduction session	<i>Plenary to all participants</i>	« How to make an effective presentation » <i>Expert's advice on pitching techniques and tips.</i>
	Brainstorming session	<i>In teams</i>	Team pitch preparation. <i>Support from moderators</i>
		<i>Presentation to the Jury</i>	Pitch to the final Jury

To start each half-day, we will use energizers to help participants clear their minds, re-focus on the hackathon, and re-create personal and group energy. To keep maximum effectiveness, the energizers should be kept brief, fun and active.

The different plenary sessions will be retransmitted and live-translated for international audiences (i.e. not the participants) (non-native speakers of the partner country of the Innovation Days). General messages, communication or agenda points, as well as coaching sessions will be presented to the audience via this communication channel.

The Consortium partners are welcome to engage with the participants and teams to provide them with additional expertise and advice toward their innovative solution.

See Appendix B for an example of a 2,5 days agenda using these principles.

Awards

At the end of the innovation days, the best proposals pitched will be awarded. The type of reward may vary from a physical asset such as computer, tablets, to softwares such as

collaborative license tools, to training through regular coaching sessions in training centers to a grant to further develop their project proposal.

This grant will be given if teams can demonstrate a correct evolution of their project, to maintain a constructive dynamic after the event. Teams will need to present their project evolution at regular intervals in the following three months after the Innovation Days. The jury will be composed of representatives from the different stakeholder groups (EU delegations, Academics sectors, etc.). Members will not be fixed, but this jury will need to integrate at each occurrence a representative from the different sectors, following recommendations from the selection committee. This jury will act as guarantor for the correct evolution of projects but also as coach and mentor to the teams. The goal is also to help teams acknowledge potential funding opportunities or eventual new partnership ventures through the Jury member networks. After each presentation, if a team can demonstrate a correct evolution of their initial proposal towards completion, they will receive a supplementary part of their total grant.

This jury will be organized virtually. For an easier organization, these meeting occurrences will be planned upfront, and the consortium will be the contact point for the jury members as well as the responsible for the budgetary control.

Closing ceremony

For the closing ceremony, it will be important to include all the Consortium partners, and any decision makers from the country at play (from EU representatives, government) and/ or from Europe (INTPA, DG Connect), that may ease the scale up of the winning concept notes. The closing ceremony will be an opportunity for them to have a comprehensive view of the challenges identified and the solutions that flow from them. Depending on the local presence, the EU delegation and all European delegations will be invited, as well as the European organizations involved in D4D (INTPA, DG Connect).

Local authorities will be invited, as well as important local stakeholders (e.g. investors, incubator representatives, regulatory actors) who would have been identified during the process (workshop, open call) but did not actively participate in the Innovation Days. The networking event following the ceremony will therefore be a first opportunity for teams, donors and decision-makers to exchange on the event results and potential next steps.

Tips for success! (Appendix C for the full list)

- Maintain clear engagement throughout the event with experienced facilitators in hybrid format
- Language component needs to be carefully considered
- Create spaces for debate and exchange to be used before and after the Innovation Days (Whatsapp, Telegram, Facebook...)
- Clearly explicit the terms and conditions of the competition
- Avoid cash prizes but include equipment in the prizes to motivate candidates to register
- Anticipate as much as possible to avoid last minute surprises

AFTER INNOVATION DAYS

Assessment form

To understand the outcome of the Innovation Days and specifically, towards the multi-stakeholder approach adopted, as well as to understand the likes and dislikes of the participants in designing their ICT-related solutions, a questionnaire will be prepared by betterplace lab with support of Enabel and handed out or sent to participants at the end of the Innovation Days.

This questionnaire might also assess the upcoming challenges participants might foresee in the future. As part of the learning curve, some lessons learnt of the Innovation Days may be drawn out from the results of the assessment forms and capitalized on for the next Innovation Days

Communication

After each Innovation Day, a promotional video will be produced to advertise for the following Innovation Days and attract future participants. This will help promote the first results of the previous Innovation Days and spread the word for the upcoming ones.

Testimonials in photos or video format should be communicated to inspire other CSOs to initiate their digital transformation as well as through broadcasts (podcast, radio, TV, newspapers ...) to better communicate the needs, solutions and different outputs of the Innovation Days and attract an even larger audience.

Community Building

Groups will be strongly advised to continue the discussions with their teammates after the end of the event using social platforms such as whatsapp, facebook, etc. The project will also build communities over social media so that participants can connect on a larger scope and scale with participants of the other Innovation Days (while taking the language component into account). The winning team/ members may be called upon to serve as witnesses in other partner programs to inspire other initiatives, participate in the formulation of new projects, or benefit from study tour opportunities.

Digital Library & knowledge sharing

The creation of a shared folder (Drive, cloud...) with limited access to read, will serve as an open source library of all the documents, content and project solutions created during the Innovation Days. Participants and/ or relevant partners and external stakeholders will have the opportunity to document themselves and capitalize on the methodology to organize similar events (...).

Documents and content may also be shared on partners knowledge management platforms when relevant.

Follow up and sustainability

Moving from the solution to the exploitation of the solution, the Consortium partners will actively develop a sustainability strategy to ensure that project proposals are effectively shared and

supported over time. One strategy would be to link up the winning projects to ongoing initiatives either within their portfolio (when relevant and possible) or within other partners' projects.

Appendix

A) Group of challenges (list non exhaustive)

The following four themes may group the diversity of identified challenges:

- **Legislative:** At this level, challenges will be expressed in relation to the laws governing each country, and the context they put in place to facilitate or constrain the digital transformation of CSOs in their internal work process or in their relations with the various actors of the ecosystem (making contacts, requesting administrative documents, tax returns ...).) which will allow participants to propose roadmaps to implement, to launch the reflection around the challenges and mobilize the necessary actors to find the solution, to formulate policy papers in this sense, or/and advocate collectively to change or try to change laws in this sense or enrich those already existing.
- **Organizational** (internal, external, governance): CSOs and partners may also face organizational challenges, either at the internal level, which could be related to the lack of use of digital tools, the lack of human skills in this sense, the absence of jobs in the organization chart that are in charge of digital, or even at the level of cash flow and budget lines that can support the costs related to this kind of transition. The ecosystem also has an influence on the digital transformation of CSOs, when administrative procedures and other processes are digitized, the need leads to an obligation to find a solution, mainly towards a digital transformation within the CSO. And the challenges generally also emanate from a governance that needs to evolve to be able to respond to the issues of the present and the future, through strategic and operational changes within the CSOs and the actors of the ecosystem.
- **Contextual/ Environmental:** lack of connection within the country's digital ecosystem leaving CSOs behind in their participation in high level dialogue
- **Infrastructure:** The challenges can also be infrastructural, in relation to private or state operators and the level of investment in infrastructure. Because we cannot develop a digital transformation strategy that is oversized and exceeds the capacity of the infrastructure, the objective is to optimize the synergy with a view to the mutual development of the players in the ecosystem.

B) Agenda of Innovation Day (example)

Day 0	Opening ceremony - Evening	
	30min	Registrations open for participants
Plenary	1h	Opening ceremony:
		- Welcome participants
		- Introduction on the event concept, its objectives and outcomes expected
		- What is in for the participants? (Visibility after the event; long term engagement, follow up)
		- Presentation of the different institutional partners
		- Presentation of the jury
		- Presentation contest price
		- <i>Presentation of the Teams</i>
Introduction session	3*15min	Pre-hackathon training: Intro to digital resources and tools. Demonstration tables in smaller groups with coaches (Miro, Mural, Office)
Plenary	15min	Gamification (Kahoot, Mentimeter...)
Networking event		Walking dinner

Day 1 - Hackathon		Defining the challenges faced & drafting a first solution/idea	
	30min		Registrations open for participants
Plenary	45min	Welcoming session	
		- Energizer	
		- Presentation agenda of the Day	
		- Presentation of the Human-Centred Design approach	
		- Presentation design thinking process	
Bloc 1 Empathize	Intro session <i>Plenary</i>	15min	« How to empathize? » <i>by a design thinking expert</i>
	Brainstorming <i>In teams</i>	1h30	What do people really need? Gather high-quality users/citizens understanding
	Wrap up & Feedback <i>To experts</i>	15min	Summary of discussions, feedback from the experts on the progressions and advise on next steps
Lunch break	1h00	Lunch break	
	10min	Energizer	
Bloc 2 Definition	Intro sessions <i>Plenary</i>	15min	« Definition of the challenges » <i>by a design thinking expert</i>
	Brainstorming <i>In teams</i>	1h30	Clearly determine the challenge that the teams want to solve
	Wrap up & Feedback <i>To experts</i>	15min	Summary of discussions, feedback from the experts on the progressions and advise on next steps
	30min	Coffee break	
Bloc 3 Ideation	Intro sessions <i>Plenary</i>	20min	« Ideation » <i>by a design thinking expert</i>
	Brainstorming <i>In teams</i>	1h30	With a deep understanding of the user/citizens and a focused challenge to solve, creation of potential solutions.
	Wrap up & Feedback <i>To experts</i>	15min	Summary of discussions, feedback from the experts on the progressions and advise on next steps

Day 2 - Hackathon		Elaborate project idea & Pitch it	
		30min	Registrations open for participants
	Plenary	15min	Welcoming session - Day 2 - Energizer - Agenda of the day
Bloc 4 Prototyping	Intro session <i>Plenary</i>	15min	« Prototyping » by a design thinking expert
	Brainstorming <i>In teams</i>	1h30	The fourth step is all about experimentation: transforming ideas into tangible concepts
	Wrap up & Feedback <i>To experts</i>	15min	Summary of discussions, feedback from the experts on the progressions and advise on next steps
		30min	Coffee break
Bloc 5 Pitch	Intro session <i>Plenary</i>	30min	“ How to make an effective presentation ” – Keynote speaker Expert's advice on pitching techniques and tips
		1h00	Lunch break
Bloc 5 Pitch	Brainstorming <i>In teams</i>	1h30	Team pitch preparation
		1h30	Pitch to the jury + Concept note redaction
		30min	Jury deliberation / coffee break
	Plenary	30min	Closing & Prize ceremony - Speech of appreciation & Winners' announcement
	Networking		Networking event

C) Tips for success! (list non exhaustive)

- Do not raise expectations on the reward and follow up of the Innovation Day/ winning team
- Maintain clear engagement throughout the event with experienced facilitators in hybrid format
- Language component needs to be carefully considered
- The location of activities should be away from the center (depending on context)
- Gather all hybrid participant in same space to join the event the most possible
- Create spaces for debate and exchange to be used before and after the innovation days (Whatsapp, Telegram, Facebook...)
- Clearly explicit the terms and conditions of the competition
- Avoid cash prizes but include equipment in the prizes to motivate candidates to register
- Anticipate as much as possible to avoid last minute surprises
- Provide a budget line for unforeseen expenses this allows not to reduce the standing of the competition in case of difficulties
- Use all possible communication channels or even personally motivate potential candidates
- Set up a relaxed working environment for candidates
- Motivate the candidates from time to time during the competition but without overdoing it on a particular team
- Choose coaches and jury members who have an open mind

- In case of lack of experience, it is better to entrust the communication and the organization of the ceremony to specialized agencies