

Molly W. R.: Okay. I'm gonna go ahead and get started, and we'll let people filter in as they get here. As we talk about innovation ecosystems, why are we talking about this? We all are here working in development because we believe ... other way ... we believe that there are actually big problems in the world that need to be solved. And we work in innovation because we think that people are going to have to come up with some new ideas, or at least new adaptations of old ideas in order to solve these persistent problems. And we are here in the room because we are either trying to come up with those solutions ourselves, or trying to support people who are coming up with those solutions, and help them bring those solutions all the way to the point where they can actually be brought to community members and improve their lives.

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I'm curious of the people sitting in the room, how many of you are actually innovators, and you yourself develop innovations to try and alleviate work problems. Awesome. How many people in the room are supporters who are trying to make innovators successful in that work? Fabulous. So I would like everyone ... you should have a little index card on your seat. If you could take that out, and if you don't have a pen, there are actually writing implements up here, which I will pass around, and write on that card if you are an innovator or a supporter. Does anybody need a pen? Yeah. Awesome. Thank you. And we can pass these back along this side. So just write, are you an innovator, or are you a supporter.

Speaker 2: And our name or just ...

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Molly W. R.: You don't have to write any identifying information at this point. And now write on that card, what are some of the things that you have observed in your work that innovators really need in order to succeed in their work. So what's the information, what are the resources, what are the types of connections that they need in order to be successful?

Speaker 3: [inaudible 00:02:19].

Molly W. R.: No. Absolutely. So writing on your index card, and I apologize we don't have slides for this. This was planned as an interactive presentation, but due to the connectivity limitations of the space, we're going manual. So what are the things that you have observed innovators need in order to succeed in their work in solving these hard, persistent problems? What types of resources, what types of connections, what are the processes that they need to go through? Now that you've written those down, take a look at that list, and as most of you are supporters, circle the ones that you provide. And for those of you in the room who are innovators yourselves, what are the two or three things on that list that you have found hardest to come by?

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So now this is where it becomes relevant that you're sitting on a row with other people. Pass that card to the person sitting closest to the aisle from you. Or if there are just two of you in the row, just exchange cards. If you have a row with a few

[00:03:30] more people then just pass it towards the center and the person at the end, pass yours back. And keep doing that. Take a look at what other people in your row have written. Keep doing that until you have your own card back. So just take a look at the cards of the other people in your row. And if you run out of people, in another 30 seconds, I encourage you to exchange with people in another row.

[00:04:00] Okay. What were some patterns that you saw? What were you things that you saw more than one person was providing that seemed to come up as a theme? Was there consistency across the cards that you saw? Partnerships and collaboration. So creating networks, creating connections, and promoting people actually working together. What else?

Speaker 4: Funding.

Molly W. R.: Funding. Yeah. A lot of us probably provide funding in some form or scale in order to help innovators succeed.

Speaker 5: Management support?

Molly W. R.: Management support. Particularly on today there are going to be a lot of people providing MNE support, MNE technical assistance. What were some of the things that you saw were not circled on anybody's card? Yeah?

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Speaker 6: Space for risk.

Molly W. R.: Space for risk. Oh, I like that one a lot. What else? Yeah, risk is really different when you're working in an environment in which people are earning just a few dollars a day. Yeah?

Speaker 7: [inaudible 00:04:53]

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Molly W. R.: Yeah. How do you actually make decisions in a context in which the consequences of making a wrong decision are kind of rough? Yeah?

Speaker 8: [inaudible 00:05:04]

Molly W. R.: Which is particularly important when often within a single country you have a lot of different cultures and you're trying to market and create connections between them. So the problems that we've been finding are that when doing this work, if we serve a single innovator we might give them funding, we might give them technical assistance, but then the next person coming down the pipe still has that same problem. So there's been a consensus in the development world as we're trying figure out how do we actually invest in making all of these things easier for innovators to come by, any innovator within a given context, rather than focusing on just the individual and bringing them to success.

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[00:06:00] And the people we have on our panel today are all approaching this new tactic

towards development work in different ways and are going to share some of what we have learned and some of what we have done. And we're going to start with Kippy if we can get to the next set of slides.

Kippy Jospheh: Hi. This seems a little bit like overkill, but I've been instructed by AV expertise to use the mic so. Hi and welcome again. Thank you I think mostly to USAid for putting this incredible show on for us all to gather and network and learn today. We are graced with the presence of a legend in the USAid world. Mr. Dave Ferguson is with us so be sure to hit him up with any complaints or compliments afterwards.

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But let me just introduce myself. I'm Kippy Joseph and I work with the Rockefeller Foundation primarily among several hats that I wear and I focus on our innovation portfolio. And so over the last seven or so years. The foundation has looked at innovation from the point of view as a deliberate practice or set of methodologies that can be more widely deployed in addressing the pressing needs in the developing world. What I hope to share is a little bit of how we think about that as a way to stimulate a discussion because we really want this to be, as Molly said, more interactive and more of an opportunity for us to learn from one another. But I think it's pretty helpful when starting to talk about something as abstract as innovation ecosystems to use a heuristic and so I'm borrowing this one from resilience, you know resilience theory and the world of complex adaptive systems.

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I think in part that's appropriate because innovation and resilience are inextricably linked. So if you think about a resilient society as one where things, people, ideas that are on the margins being able to come into the mainstream. The primary source of the new innovations, especially those that shift entire systems and mindsets and values are those that come from the margins, right. If you think about a resilient society as one that's having a constant churning from the margins to the mainstream, innovation is one of the ways that that happens. It's kind of appropriate to borrow this heuristic from that set of theories.

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But so let's think about innovations, whether it's a product or a process or a service, as the ball. That's in that little cup as it's called. And the goal, I think we're all in the room because we agree, correct me if I'm wrong, but the goal is really for any innovation to reach its maximum impact which would be realized by the shifting of the world as it currently is to the world as we would like it to be. You can think of that as Regime A as the way the world currently is and Regime B is the way we would like the world to be. If you're an innovator in the room you know exactly what I'm talking about. It's not just getting your product into the hands of many, many, many people, it's about how that shifts the values, the norms, the resource flows so that, to be trite about it, we're not just fishing and giving people fish, we're teaching people to fish.

We want to move from Regime A to Regime B in a long term and a sustainable way and innovations can only do that when they are more than the sum of their parts. So if you think about again, the ball as the innovation, think about any product or process or service, it's not just the velocity of that ball to get up the hill and into the next cup, it's also about the many factors that will allow the depth of that cup to be

[00:10:00] lessened or the lip of that cup to come down or the density of the lip to shrink. And often times that happens through things in an ecosystem, not something that any one innovator can do by him or herself. And many times there's a precipitating window of opportunity for those barriers to be lessened.

[00:10:30] I just want to share a couple of examples quickly because I know we're short on time. The first is a large scale example and that is the systems change that has happened in Germany with renewable energy. I think that many of you will probably know that in 2011 the German infrastructure for renewable energy was just like it was everywhere else. Renewable energy made up about 4% of the national usage, national production actually, and if we want to make this more relatable to an international development context, you can think about it from the point of view of farmer collectives.

[00:11:00] Many farmers across the country were thinking about renewable energy, particularly solar and wind, as ways to diversify their income because farming was becoming more and more concentrated in the bigger players and the organic movement, the think local, the eat local wasn't exactly allowing them to fill their own coffers. But still it was expensive to implement new energy sources on their lands, solar powers or wind turbines, and there wasn't the demand so they were having a selling it back into the grid. Well, what happened in 2011? Fukushima.

[00:11:30] And if you pair what was going on from the local point of view of the farmer cooperatives with the very strong, well organized, grassroots movement since the 80's on anti-nuclear energy you pair that with the really well organized politicians from the minority groups who were pushing for renewable energy, the window of opportunity of the public essentially scare around Fukushima allowed a collaboration of ecosystem actors to work together in a coordinated way so that within weeks there was legislation passed that has now led to the country's commitment by 2050 to have 80% of its energy be renewable. And already, we see this is now, what is it, six years later, we see that there are twice as many people working in the renewable energy sector in Germany than there are in fossil fuels and the renewable energy sources have gone from 4% of national production to over a third of national production.

[00:12:00] So it's pretty incredible to think about the series of factors that went into that and the way the window of opportunity didn't just present itself, but was taken advantage of by the coordination of actors on the ground. This is not just true on a global or national level. It's also true on a community level and I'm sure for those of you who work in supporting innovators or are innovators yourself you know how this happens in your own world.

[00:12:30] This is a photo of a meeting of a women's housing trust in Gujarat, India that is led by an organization called SEWA and this meeting specifically was organized by a Rockefeller Foundation fellow who the foundation in about five years ago started a fellowship to help train systems entrepreneurs to be more effective in doing the work they do with a systems change goal and these meetings happen regularly. They are climate resilience ideas meetings that are held by this fellow named Bijal

[00:14:00] Brahmhatt and the women get together share ideas. How can our slum be more resilient to the climate effects that we see, to the kinds of shocks and stresses that we will undergo.

[00:14:30] Simultaneous to all of this, Bijal and her compatriots have been working with local authorities to try to get the slum in which they live on the map because right now, if you look on a map it looks like a gray zones. Sometimes those map areas look like national parks. I think you know what I'm talking about. And then in addition she's been working with private developers and private companies on social enterprise ideas. So all of that was happening in the background and in 2014, the flooding was so severe in Gujarat ... flooding happens all the time, it's not usual, but it was so severe that it caught the attention of not just the municipal officials, but the national officials and people started showing up.

[00:15:00] And Bijal and her group of women were able to capitalize on this window of opportunity to not only become a major voice in the planning processes, but also to start three new all women social enterprises one of which is an all women's fire brigade. The second of which is a inspection service and a expert building service so that when building happens in the slums informally as it does the informal economy organizes to ensure that it is resilient to the next set of climate stresses that might occur. And the third is a cool roofs idea so you know women and the young people are now painting the roofs to ensure that lower temperatures etc.

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[00:16:00] I think what's particularly interesting about this example is it's the same set of dynamics that happened in Germany at a larger scale, but happening in a local community. And it's the same kinds of actors who are coming together so what is the work of ecosystem actors together? It's the work of thinking through, planning for, and recognizing the window of opportunity where we can be organized enough to shift resources, to shift financial flows, to shift authority, and to shift norms or public perception because that in fact is what will allow us to shift from Regime A to Regime B in a sustainable and long term way. So I look forward to the conversation and I'm now going to hand over I believe to Nathaniel.

Molly W. R.: To Kathy.

[00:16:30]
Kippy Jospheh: To Kathy who will introduce herself and carry it forward.

Molly W. R.: And I encourage all of you as you're still thinking about the things that Kippy just said, note down any questions you have for Kippy on the back of that handy little index card that you have on your chair. And if you don't have an index card there are others around you. And we will be taking questions at the end but you'll also have the option to actually get answers to your questions from some of these panelists, which we will aggregate afterwards. So thank you Kathy.

[00:17:00]

Kathy Chan: Awesome, so my name is Kathy Chan and I lead the data science effort to measure innovation ecosystems at the World Bank. So I thought, since today also had a bit of a data and monitoring and evaluation theme to it I'm going to talk a bit more

about practically how do you actually define innovation ecosystems? How do you measure the growth of them? And what are things we think about when we talk about supporting innovation ecosystems?

[00:17:30] First, a little bit of a background of how we got into this work. As part of our work at the World Bank, we really care about creating new jobs and new sources of jobs for people in our client countries and so one of the things we found is when we are looking at employment, especially in the technology innovation sector, is that when you think about people who work directly in innovation and technology, you might get a certain number of people. So in New York City this number is around 58,000 and there's a lot of work done around, well how many innovators, how many startups end up being created in a particular sector.

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[00:18:30] But then when you look at how many people are into total jobs generated by those innovators that number is much greater. So you essentially have people who are not directly creating the innovations, but they're being hired as not only employees of those innovators, but also as support staff. In general, we find that the ratio of employment creation is about 10 X the number of innovators.

[00:19:00] When we bring this back in the bank context we started thinking, well there's kind of a multiplier effect of innovation. How do we want to look at this? And the majority of our projects focus on four different factors surrounding innovation. The first is people. We think about how do you train people? How do you bring more educational programs into a place? Second it's infrastructure. Is there enough buildings? Are there places where people can't get wifi? Things like that. Third, economic assets. I think we can just call this one funding. And enabling environment, which is essentially if I wanted to bring an innovation to a place or start a business how many days does that take, how many loopholes do I have to jump through, is there a lot of red tape?

[00:19:30] But I think the prevailing theory in this place is that you can individually work on any of those four factors and kind of magic is supposed to happen and then innovation is going to happen. We started drilling really more and more into this of, well how do those four different things actually come in contact with each other? And we started thinking about something called collision theory. The idea is that collisions happen when the right people meet the right enabling environment in the right places and get the right amount of funding.

[00:20:00] We think about, well how can we start to create informal collisions between the right people who bring the right resources? And so we think about well maybe it's like eating and drinking, attending events, maybe they're [inaudible 00:20:10] park, great. So as we started doing this work we thought more and more about networking assets and so networking assets are things such as community building events, maybe skills training events that takes people and kind of brings them to the next level, putting them in contact with experts, collaboration spaces, networks of mentors and especially mentors who have been entrepreneurs or innovators themselves. And we started looking more and more into where are these in ecosystems, how can we support networking assets?

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[00:21:00] So essentially, we want to put networking assets on top of these four separate things that we can support. What we started looking into, apologies [inaudible 00:21:03] the small text, I'll describe what is happening here, is that there's a lot of work being done in terms of geographic assets when it comes to innovation. So kind of understanding can we build some sort of innovation village generally in an area of the city that's yet to be developed and what is the impact of that? And so the first thing that we did from a very specific data driven impact evaluation way is we looked at a place that was very data rich that we knew that the innovation ecosystem had developed a lot in recent years.

[00:22:00] We took New York City and we mapped out where all of the startups were, where the networking spaces were, where the financiers were, and we just put them on a map. And not surprisingly a lot of it is in Manhattan. We calculated the geographic distance between each of these entities. And the second thing we did is we calculated the social distance from each of these entities. So we, in conjunction with Endeavor Insights who did the servering here, we looked at if you are an entrepreneur let's look at every single funder in this environment and let's see like how many hops away are you? Is this somebody you could get coffee with the next day? Is it someone you could get introduced to by a friend? How many hops away is this person? We essentially find that there's various measures of centrality you can look at, which is a term from social network analysis or graph theory. And we find that accelerators and incubators connect more people than any other type of entity.

[00:23:00] Then we started looking also, you know what is actually more important? Is it geographic connections or is it social connections? This progression table is super small but essentially you find that geographic connections don't matter nearly as much as social connections and especially second order social connections. You've read a lot about weak ties and how those can help innovators. This is basically the theory behind our work.

[00:23:30] Now we really started to get into this work and so in conjunction with our partners at the global entrepreneurship research network, which is a consortium made of the World Bank, Endeavor Insights, and also the Kauffman Foundation, we started mapping out really developing countries by going directly to the entrepreneurs and innovators themselves and asking them about their connections. We asked them things like where did you study? Where did you previously work? Did you attend any kind of event? Any kind of boot camp? Did you get investment from anyone? Who did you hire? And we map out all of their social connections and we started to look at how ecosystems develop over time.

[00:24:00] If you look on the left which is [Dar es Salaam 00:23:54], you kind of see that there is a small cluster that is beginning to develop in the middle of that city's ecosystem. And then a city that is developing a bit more like Cairo, you can start to see that it gets a bit more dense and once you get to a city like [Marine 00:24:12] you can start to that there are multiple clusters in between this ecosystem. And so the basis of our work is understanding in any given city where are the clusters formed

[00:24:30] around? Is it [inaudible 00:24:28] that is defined by geography? Is it defined by a specific entity? For example, in Dar es Salaam, you can see that there is one cluster and it's very much supported by the University of Dar es Salaam and then there's a small industries development organization there that brings a lot of people together. And then once you get to Marine you might get five, six big actors that are really driving people together.

[00:25:00] The last thing that we also think about is that often times, especially in development people are very much siloed by geography. You might only work in one area, one region, work one country. But international ecosystems are very much important to development. We can't just think about it from a very specific city to city or region to region point of view.

[00:25:30] One example we have about this is looking Marine's ecosystem. There's kind of two different projections you can look at in terms of the actual ecosystem and what you see is that startup Chile, which is in Chile and not in Marine, very much shows up innovation ecosystem in Marine because you have entrepreneurs who are moving across that region and bringing either knowledge or people and kind of bring them closer to the Marine ecosystem.

[00:26:00] This has helped us inform essentially how do we want to think about innovation policy as an ecosystem because you're not only effected by what happens in your own country or your own city, but also what your neighbors do. All right, so that is the end of my quick introduction. If you want to learn more, there's some links here and I am now going pass it on.

Molly W. R.:
[00:26:30] And feel free to write down any questions you have for Kathy on the back of your index card. The clicker. Thank you. So I'm Molly Rubinstein, I work for the D-lab at MIT and we practice, teach, and study a participatory design methodology with the philosophy that we have to change the way that we incorporate end users in design for developing economies in order to improve both outcomes of new products and services and also give more acknowledgment to the value added of the community member who is involved in that design process. And so we have been training students, training practitioners, but also training local innovators in 65 countries around the world for the past 15 years with a huge growth in that work, with great thanks to USAID, with the higher education solutions network over the course of the past five years in a program called the international development innovation network.

[00:27:30] What we've found in that process is that not only do ... Well, I should say we're doing research on the effects of the work that we have been doing and the actual impacts that they have on the community members with whom we engage. That research is being led by my colleague Elizabeth Hoffecer who's also based at the D-lab. And it's too early for me to actually share any data with you because it turns out that learning and changing ecosystems at the local level is a really slow process. But an interesting pattern emerged as we were gathering some of our initial data

[00:28:00] from some of these people we've been working with which is that the innovators who we see working on their individual innovation actually end up making impacts

into their ecosystem in a really meaningful and interesting way. And I'm actually going to be piggybacking on Kathy's organization from the World Bank of these five types of different elements within an innovation ecosystem.

[00:28:30] When it comes to human capital to the people in the system we find that innovators over the course of their work trying to figure out this new product or new service that they are producing they end up actually raising the capacity of their community around them. They might work with a metal worker who has never tried to create the kind of implement that they're trying to create and because they're pushing in an innovative direction, they actually help that person learn a new process which they've never done before which they can then extrapolate to other work that they do. This example is from an organization, a company called Good Nature Agro, which has trained up a bunch of extension agents around agriculture around a certain type of legume in Zambia and this is a picture of their team.

[00:29:30] Infrastructure. It's not so much that these innovators are building roads or building power plants, but because they tend to need tools, they need to actually build things, they have somewhat heavier requirements than perhaps their town or village can easily supply. They might end up setting up a shop and in the process they most likely are going to collaborate with other people in their ecosystem because it turns out tools and electricity and internet are really expensive. So they form some sort of collective, they establish perhaps an innovation center and in the process, they often become the only place in town where you can get Wifi or get reliable electricity certainly get access to those to those tool. They also might be the only truck that's actually going into the nearest town or city for a few miles around.

[00:30:00] In the process, they also end up building relationships between the actors within that network. They have to forge this path. They need to talk to the people at the local government agency that's trying to promote economic development, they need to talk to suppliers, they need to talk to school teachers. Whatever their ecosystem is specifically they end up building relationships in the process of trying to make their innovations successful. Relationships which can then be used either by other people in that value chain or by other innovators that are trying to similar things within that value chain in the future. And they actually change the way that money gets lent and given in that community.

[00:31:00] We see a number of different peer lending programs that get initiated. This is a company called True Moringa which works in Ghana and they ... I can tell you more about their project or you can look it up at the Twitter handle that we put there. But they started a peer lending program because they needed startup capital which they then started extending to their friends who were also innovators and entrepreneurs. And we see this also in Sri Lanka in which case they actually changed the lending practices of local banks and other financial institutions because they were under cutting their interest rates.

[00:31:30] In this process, they actually change the environment for what it's like to be an

innovator in that context and they might do that by creating institutions like those innovation centers where other people like them can gather and support one another. They might do it by changing other institutions around them. One of the things that we have found by being someone funding in this space is that through our influence in offering funds in this innovation space, we sometimes convince local governments and other institutions acting in that space to copycat and do other types of programs like that.

[00:32:00] But they also change mindsets. We have innovators who say that they used to be seen really as oddballs in their community, wasting their time doing something that nobody knew was going to be successful. And once they are actually able to prove that they have solutions to offer then people come to them and say, "Oh wait, can you do this thing for me?" And so there are really just a couple of things we want to take away from from this or that we're taking away from this. One is we're trying to work more with these ecosystem builders and we want people to think about investing in those startups that are not just working on a product or service, but also building their ecosystems. Even if that means the numbers for that product or service are maybe not quite as flashy as someone who's really really focused on just a single thing and has found an already existing ecosystem in which to be successful. And also trying to build those relationships ourselves and open those doors for our innovators.

So I'm going to hand it over to Nathaniel to wrap us up and then we'll take questions.

[00:33:00] Nathaniel: Thank you. I was very intimidated by all these good slides so I didn't do any. So you're stuck with just me babbling at you for five minutes. I'll try and be brief since I know we want to wrap up and give as much time to Q and A and I think somewhat correctly Molly put me last. What I wanted to speak to was sort of the so what for a lot of us in this room in terms of what can external actors do if you sort of try and draw out a lot of these lessons to actually support the growth or at least resiliency of local innovation ecosystems.

[00:33:30] I come at this personally through a couple of different angles. As brief context, I work at a non-profit organization, Results for Development, which works with local change agents in low and middle income countries to try and strengthen health, education, and nutrition systems. And part of my job is also overseeing a big and growing innovation portfolio that works with folks both in and outside of government as well as social entrepreneurs in those sectors to drive outcomes.

[00:34:00] But I also come at this wearing previously lots of different hats that we've seen in a number of these slides and presentations. Over the last 15, 20 years I've started a couple of different social enterprises, some successful, some very unsuccessful that failed after a number of years. At one point, in my old non-profit stood off a big innovation challenge fund when that was all the rage and kind of ran that as a way to try and do some of this work and this change.

[00:34:30] I, a number of years ago ended up being accelerated as I sort of failed in one of these programs run at that time by Aspen, which was really interesting to be on that side the equation after a number of years, trying to be the helper now I was the helpee with this new crazy idea that also failed. But getting all this assistance and mentorship and access to networks and even five years ago build a big coworking space here in DC who is now 200 people and 25,000 square feet. So I've tried all of this stuff, most of it's failed. A few have stuck and I'm proud of all of that regardless of the success or failure.

[00:35:00] I have the luxury now at [R for D 00:34:51] of having lots of many smarter colleagues who take a far more analytical approach to this than I have done or at least had done previously and there were kind of three big takeaways from a lot of the work that we do in our priority sectors around innovation and also some of my own anecdotal experience that I wanted to share. And I think in some ways it distills a bit of what we heard from the other colleagues here.

[00:35:30] I think one starting point just before I get into those three is I would assume, but I do think it's worth articulating that in this room most of us would agree it's really, really hard to just parachute in kind of artificially and say, "Hey I'm here to strengthen your ecosystem, like how can I help?" Here's a bunch of money or here's a big challenge I want to launch or you know ... We all kind of cringe now, but five or 10 or 15 years ago, that was not necessarily the going and starting point.

[00:36:00] You kind of had this parachuting effect of whether it was donor agencies or other non-profits or even sort of double bottom line firms kind of woke up one day, decided we're going to go do some innovation in Ghana, get on a plane, land and do stuff for a fixed period of time and then not surprisingly be a little bit frustrated that that didn't tend to work, especially from an ecosystems approach. I do think this sort of do no harm, be a bit humble, and try and understand where one's sort of validity and place can be in an ecosystem is a pretty big one.

[00:36:30] That all said and with those words of caution we have started to see over a number of initiatives and experiments at least three, and there's probably more so I welcome ideas and reflections from everyone here. Three bits and pieces of where external actors like a lot of us, a lot of people raised their hand when Molly did the poll, can actually be useful and add some value. The first is in facilitating peer learning between actors and innovators in an ecosystem which is probably not a big surprise, but it is something that I think we've seen a number of times. You do often need a sort of backbone organizations or sort of independent third party facilitators who can help to convene and to suss out a lot of tacit knowledge and tacit learning and failure that's going on within these ecosystems.

[00:37:00] I know when I was doing a bunch of the startup stuff in previous lives it's really, really hard if not impossible to say, "You know what? I'm going to take two days off this week and just sort of document and sort of bring out lessons learned because I know that's a really great public good that 40 other entrepreneurs should learn from." Like no one does that or at least it's one out of 100 and that's a huge missed opportunity because there is a lot of knowledge there. We've done this at R for D

last few years with in Wash with something called the Wash impact network.

[00:37:30] Kippy actually was involved helping to support that in two regions working very intensively to do very very structured peer learning between a lot of these kinds of grassroots entrepreneurs that were working on water and sanitation. We've done exchanges in mixed health systems with social entrepreneurs trying to figure out how do you blend in private approaches to primary health provision with government run systems. And in some ways, equally interesting at the donor level and Kippy and Dave and others know with something we've been involved with the international development innovation alliance trying to get donors just to do peer learning about we're spending a lot of time and money and political capital often doing all this stuff. Like what's working, what's not, and what can we learn that you all have tried that worked better or worse?

[00:38:00] Peer learning's the first big one. The second is to, and I think this is where again external actors can be helpful and value added, bridging some of that local knowledge that's coming out of all this success and failure with more global knowledge basis. And I don't mean exclusively in the sense of sort of codified documentation and journals and databases, but those can be very important, but really helping these ecosystems feed up to the global level for a lot of us where we operate and also then feed back down.

[00:38:30] We've seen some successes trying to do this in mixed health systems with something called the center for health market innovations, which has been going on for a long time, which has ... I forget these days, 1200 or 1500 very micro-level experiments and innovators that have been able to do something and we've tried to tease out sort of the key ingredients, the active ingredients as a way to sort of surface that up to the global level. We've done an education with the center for education innovations, the Global Innovation Exchange, another one that Dave and others are involved with. All of these kinds of attempts to sort of take what's there that's working and also again the failures and surface them up to a much more regional or global audience so we're not recreating wheels, which we all know is a huge trap that inadvertently a lot of us fall into. That's the second one is sort of this knowledge bridging.

[00:39:00] In the third role I'd offer up which again, is not surprising, we've heard it many times, is bridging local ecosystems and those actors with sources of capital, particularly northern capital, global north sources of funding. And that's really obvious but I think really important. I think it's fair to say when a lot of us talk with and engage with and partner with folks in the global south, you can sort of ask do you want some mentoring and some fellowships and yeah it's great, but like I need money and like my top three money, money, money and you know that's often the answer.

[00:39:30] When I was talking a couple weeks ago with a very close partner of ours in Kenya and we were talking through some potential additional strategic partnerships and I said, "Why do you want to bother like linking up with us in a more intensive way. We don't do a lot right now in Kenya." And he said, "Look, you can validate my

[00:40:00] work and that really matters for opening doors with some of the bigger sources of potential funding to help me scale the work." And it does brutally reflect a lot of power dynamics that are inherent to power imbalances in international development, but those are going to persist and that stuff still matters and it's a major barrier for a lot of these great entrepreneurs and innovators.

[00:40:30] And so the work that we can do as external actors somebody's vetting and more important validating that Sally is not a crazy person, this is amazing stuff and here's why we believe in this work. It's as simple as that, it really can help to make that a more sort of trusting conversation with a lot of global donors who have the capital to help these folks take their work to the next level.

[00:41:00] Those are my three. I think the other sort of warnings, which again are obvious, a lot of the work we all do in this the innovation space, either explicitly or implicitly draws lessons from technology communities and technology ecosystems. And that may or may not always directly translate to analog ecosystems of innovation. What has worked in tech, whether it's in Nairobi or in Silicon Valley or Manhattan I think it's an open question, does it always work for the sanitation entrepreneurs in South Asia, maybe or maybe not.

[00:41:30] I just offer that as a word of caution as we're trying to distill out all these lessons, there is so much of the literature, not all of it, but a lot of it and a lot of the practical experience and the gray lid often derives from the technology space and I think there are powerful parallels but I'm not sure they always translate. There is something somewhat specific about tech that may or may not matter for agricultural development or sanitation work or mixed health systems work. I don't have that answer, but would just sort of offer that up as one flag. In the spirit of trying to maintain as much free time as we have left let me stop there and hand it back to Molly.

Molly W. R.:
[00:42:00] We have, unfortunately very little free time left. So actually what I wanted to do is check and see if any of the speakers had any questions for each other based on your presentations today. Since we really only have time for ... If you guys want to pull your chairs around. We really only have time for maybe two questions before we have to wrap up.

Kippy Jospheh:
I'm curious about that last question about Kathy, since you did the work on tech ecosystems ... Sorry, [inaudible 00:42:12], what is the conclusion? Does it translate, or how does it best translate to ecosystems where the innovations are in far more pressing basic needs or in context where you can't count on high-speed Wifi?

[00:42:30]
Kathy Chan:
Yeah, I think that's a really great point and I think their response is that we don't really know for sure. I think that many of the high level learnings, the concepts [inaudible 00:42:37], we want to build places that can bring people together and not think about just building places are very much applicable. But we recently did do a project where we looked specifically at the agro-processing and the manufacturing small scale manufacturing projects in Dar es Salaam and Tanzania

[00:43:00] and tried to understand, how does that overlap with the work we've done in technology and do we see the same type of environmental factors coming into play? I think once we get results from that, we'll have a much clear answer.

Molly W. R.: I had a question for Nathaniel, which was a little bit based on our conversations before these presentations, what are some of the things that you find that funders or development actors are doing that are many less helpful than the three recommendations that you gave?

[00:43:30]

Nathaniel: See, I censored that out in the final notes.

Molly W. R.: But I thought it was important.

Nathaniel: I think the big mistake ... And I'm as guilty as anyone so I don't claim to be more Catholic than the pope on this. I think it was all their habit of the parachuting effect and saying, "Hey, I'm part of this ecosystem today because I've come with money or program or a fellowship thing, isn't that okay?" And of course, this is kind of grudging awkward nodding [proverbially 00:44:00] speaking initially, because sometimes especially if there's money that's being dangled, no one wants to say, "Why are you here?"

[00:44:00]

But the visual I always have in my head for that risk is the awkward donor represented at the back of the room at one of these coworking spaces is like popping in randomly and it's all stilted in odd and it doesn't fit. There's a legitimacy. There's a social capital that exists in thriving ecosystems that is harder and that stuff has to earned. It doesn't mean you have to have the killer intervention or the killer project but it has to be earned by just time and trust and it is awfully hard to do that on day one or even day 100. To me, it's a legitimacy thing, that's the biggest challenge.

[00:44:30]

Molly W. R.: Does someone in the audience have a question where they feel like they would bet that other people in the audience would really also like to know the answer? I believe in you.

Kevin Barrow: Hi, my name is Kevin. Hi, thank you very much. Firstly, it was a great presentation. My name's Kevin Barrow, I work with Mark Labs, we deal with block chain and AI for social impact and we started with the goal of working with organizations that are doing the most to help people at the bottom of the pyramid yet we found that we've moved from work trying to reach out to foundations and governments and instead working with the Coca-Colas and [Barkley's 00:45:18] of the world because of the decision making time and the absolute aversion to risk in the social impact sector.

[00:45:00]

[00:45:30] I just wanted to know how organizations like mine that have really great intentions can successfully engage organizations like the World Bank, or the Rockefeller Foundation as opposed to going to big corporations due to risk [inaudible 00:45:46] tolerance. I wouldn't put capital at the top of my list of problems. We're doing cool things, our technology works, capital's not a problem, but the ability to engage and

[00:46:00] not engage in five years to get a pilot has been a really big deal and I just wanted to know if you had any comments on that.

Molly W. R.: Okay, Kippy, want to take this one?

Kippy Jospeh: Sure.

Molly W. R.: Thanks.

Kippy Jospeh: I'll spare you Dave, but he's the one to answer this question. But I would just second your understanding, or concur that because groups like the World Bank and the Rockefeller Foundation and USAid look for a certain absorptive capacity, or a scale in the organizations they fund and also in the players that they work most closely with to design strategies, there ends up being a fragmentation in the conversations and the perspectives because it's concentrated. And I don't think that benefits any of us. I think that as much of a critic as I am of things like challenges that proopt to find small innovations and surface them in part because people always believe that once you find those innovations, the work is done, when in fact, the day those winners are named is the day the hard work begins.

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[00:47:00]

[00:47:30] I'm a critic of that as an approach for that reason, yet I do think that more than anything else that we have seen has a methodology or approach that has been widely adopted by the Rockefeller's and the World Bank's of the world, that is the one that has the most promise to bring in the voices to the conversation about what is the agenda that we're setting collectively and how can we move it forward?

Molly W. R.: I think that is all we have time for. What I would love you guys to do is, we'd like to collect your index cards with both your lists of the things that innovators need in order to succeed and your questions on them. If you are interested in getting answers to those questions, you can feel free to write some identifying information on there and some contact information but don't feel like you have to. We're interested in this just to get a sense of who is in the room and to gather some data about what perceptions are from these audiences at this point. Thank you all so much. Thank you so much for USAID and the organizers of the global innovation summit and the global innovation week and enjoy the rest of your days. Thank you so much to these amazing speakers, panelists. Thank you guys for coming.

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