

Development, Innovation and Emerging Technologies: Innovation for Development

Master in International Development MID SEP-2024 S-1

Area International Relations

Number of sessions: 12

Term: Term 3

Category: elective

Language: English

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Benjamin Kumpf is the Head of Innovation for Development at the OECD Development Co-operation Directorate. Prior to joining the OECD, he worked as Head of Innovation at the UK Foreign, Commonwealth and Development Office and led the Innovation Facility of the United Nations Development Programme. In these capacities, Benjamin managed flexible funds to support experimentation, exploration and the scaling-up of development innovations, co-led programmes on adaptive management and advised country offices and partners on strategic innovation opportunities. Past posts includes work with UN Volunteers, with the German Agency for International Cooperation (GIZ), the International Agricultural Research Institute for the Semi-Arid Tropics and others in India, Jordan, Nepal and Rwanda. Prior to working in international development, he worked in social justice movement groups in his home country Germany.

He is a member of several advisory bodies to advance innovation in the development and humanitarian sectors, and holds a Master degrees in Political Science and in Psychology from the University of Heidelberg and a post-graduate certification from the New York University. He teaches as Adjunct Professor at Columbia University, New York and SciencesPo University, Paris.

Office Hours

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SUBJECT DESCRIPTION

The Sustainable Development Goals have garnered remarkable momentum across the globe, providing a framework for thinking and acting on the world's most urgent challenges. Since they were agreed upon there has been growing recognition that more, and better, innovation will be needed if they are to be achieved. Development organizations and governments across the globe are increasingly investing in different forms of innovation to advance development outcomes.

In this course students will learn how to frame and advance innovation within international organizations and governments in support of development goals. Innovation in the development cooperation context can be conceptualized and operationalized in two pillars:

1. To help advance organizational reforms, change the institution and contribute to continued relevance.
2. To help advance development outcomes and more inclusive processes in low and middle-income countries through innovation. The course will discuss both aspects and outline their linkages.

The course is designed to help students gain a critical conceptual understanding of the practice of innovation in development and humanitarian contexts, obtain skills in change management tactics to help organizations further embrace innovation, and learn the practical application of selected innovation approaches and methods. Students will be exposed to a variety of frameworks, along with case studies and practical exercises. Students will gain an understanding of advancing innovation in development cooperation and humanitarian affairs in practice. Case studies drawn from a variety of organizations and countries will anchor frameworks and theoretical content and help provide a greater understanding of the complexities and challenges of advancing development impact and changing business as usual within development organizations.

Finally, students will work in groups to apply concepts from the course in advising a development client on a specific project or programme. The professor will represent the client in class and pass on the work of students.

LEARNING OBJECTIVES

Students will:

- Familiarize themselves with key concepts and frameworks of innovation, research and development, science and technology, along with concepts on scaling innovations, systems-innovations and the global landscape of innovation in international development.
- Strengthen their understanding of strategic innovation capabilities within organizations and relevant change management practices, as well as implementing innovation initiatives and programmes in development and humanitarian contexts.
- Critically examine distinct strategies to advance innovation for development and reflect on unintended consequences of innovation and technologies.
- Gain skills in advising on innovation opportunities – and risks – in international development programming and policy contexts.
- Understand the role and application of selected innovation methods, including but not limited to: behavioural insights, collective intelligence, challenge prizes.

Students will work in small groups on reviewing and advising on a project or programme from a bilateral, multilateral or non-governmental development organization. All students will join a group and each group will be assigned a different project/programme. Each project/programme will be submitted by a development professional managing this initiative, the problem-holder. Students will work in groups to prepare an advisory workshop, identify opportunities for innovation to improve processes and outcomes and/or to mitigate risks. The module will conclude with clinic sessions with the professor representing the programme / project manager in class. Each group will advise, mimicking a real-life consultancy scenario for up to 30minutes. Students who are not in an active advisory role will observe the session, note comments based on an observation protocol and provide feedback to their peers in the final session. Following the session, each group will produce a final slide deck and short report outlining practical recommendations and selected readings for their client.

This module will help students gain a practical understanding of acting as innovation advisors to improve development programmes and projects, including an appreciation of challenges in embedding innovation in multi-year programmes and in advising development professionals on risks and opportunities related to innovation.

TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting
Lectures	25.0 %
Discussions	20.0 %
Exercises in class, Asynchronous sessions, Field Work	20.0 %
Group work	20.0 %
Individual studying	15.0 %
TOTAL	100.0 %

PROGRAM

SESSION 1 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge
- Economic Development

Introduction to Innovation for Development

Over the last decade, innovation has evolved as a key concept in the international development sector. Its origins stem from the science and technology fields, pioneered predominantly in high-income countries. Students will examine competing definitions of innovation and distinct foci of players in this field. The class will discuss the evolution of the field and today's landscape of an ever-growing number of approaches, methods and technologies, along with labs, innovation units, funds, and pilot programmes. The first two sessions will entail discussions on fields such as adaptive management and related fields as these intersect frequently with innovation practices.

- Introductions
- Review of course syllabus, course requirements, expectations and how to thrive in this class
- Brief case studies, framings and definitions
- The evolution of innovation in the international development sector

Technical note: Innovation for Development Impact: Lessons from the OECD Development Assistance Committee, The Development Dimension, OECD Publishing, pp. 12-15 and 23-56 (OECD)

Technical note: International Development Innovation Alliance (2019): Development Innovation Principles in Practice: Insights and Examples to Bridge Theory and Action, IDIA: (IDIA)

SESSION 2 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge
- Economic Development

Innovation and Doing Development Differently: infusing adaptive and systemic approaches in development cooperation

This session will continue the discussion and exploration of innovation methods and approaches, doing development differently, adaptive management and systems-thinking. What are synergies, overlaps and differences to development innovation? Students will review and discuss a case study from USAID on its journey to institutionalize adaptive management practices.

Working Paper: Jamie Pett (2020): Navigating adaptive approaches for development programmes, ODI Working Paper 589, London: ODI (ODI)

Article: Landscape of Innovation Approaches, Nesta, Bas Leurs (2019). (NESTA)

SESSION 3 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge
- Economic Development

Innovation Ecosystems

Students will be exposed to the fundamentals of innovation processes, and to the concept of innovation ecosystems. For innovation to play a positive role in advancing development processes, conducive conditions are required. This refers to the wider innovation ecosystem and the organizations and individuals involved in advancing innovation. Innovators, including social entrepreneurs, require a 'line of sight' to drive a promising idea from early-stage, prototyping, and testing to sustainable scale. The probability of success for innovations to thrive is largely determined by the local and national innovation ecosystems.

- Innovation ecosystems: components and relevance
- Scaling case study: Aravind in India

Article: What is an Innovation Ecosystem; Typical Actors in an Ecosystem; What role for Development Agencies? IDIA, International Development Innovation Alliance (2018): (IDIA)

Article: Fostering Productive Entrepreneurship Communities: Key Lessons on Generating Jobs, Economic Growth, and Innovation, pp. 20-25, Rhatt Morris and Lili Török (2018): (ENDEAVOR Insight)

SESSION 4 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge
- Economic Development

Scaling innovation

Students will explore concepts of scaling, and examine different frameworks and discuss factors that hinder or enable scaling. The session will also include a discussion on institutional arrangements within development organisations that influence scaling pathways.

Article: Scaling Up—From Vision to Large-Scale Change A Management Framework for Practitioners. Third Edition, Larry Cooley, pp. 1-3, 24-27 (Management Systems International)

Article: Insights on Scaling Innovation, pp. 6-7, 10-15, (IDIA)

SESSION 5 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Locally Led Innovation and Shifting Power to Local Levels

This session will focus on locally led development and innovation. It will feature brief case studies and discussions and an overview of current global discourses on shifting decision-making power to local levels.

- Local innovation and traditional north-south transfer models.
- Frugal and grassroots innovation.

Article: How Low and Middle-Income Countries Are Innovating to Combat Covid (HBS H06E1Y-PDF-ENG)

Working Paper: Left Menu Publications Local Innovation: What it is and why it matters for developing economies. NDIR Working Paper 01. May 31, 2018. Elizabeth Hoffecker (MITD-LAB)

SESSION 6 (LIVE IN-PERSON)

Sustainability Topics:

- Governance

Innovation within International Development Organisations: an overview and change management tactics

In this session, students will shift their focus from development innovation work implemented in low and middle-income countries to advancing institutional change within international development organisations. This and the following sessions will cover change management frameworks and tactics, and provide an introduction to the field of innovation management. Innovation management is a concept which speaks to the systematic management of and support for innovation efforts in organisations, including how it can be operationalised.

- Introduction: innovation efforts within international development organisations
- Change management tactics: top-down, inside-out, bottom-up.

Article: Innovation facets: different tools for different aims. Alex Roberts. 13 March 2019 (OPSI)

Article: Systems Innovation: An inside-look at diversifying innovation efforts in international development organizations. Benjamin Kumpf, Nina Strandberg, Robbie Barkell (2021). Parts 1 & 5. (IDIA)

SESSION 7 (LIVE IN-PERSON)

Nurturing Bottom-Up Innovation: an Innovation Fund Jury exercise

This session will feature a group exercise, mimicking a real-world situation, in which students will review and score innovation proposals. The exercise will serve as an opportunity to recap main concepts presented in the course thus far.

Materials with information on the proposals will be distributed in class.

SESSION 8 (LIVE IN-PERSON)

The Adoption of Innovation in International Development Organisations

This session will present a framework and case studies on building institutional capabilities on emerging technologies such as AI, and on novel approaches such as human-centered design or behavioral science.

- The adoption of innovation in international development organisations
- Case studies from Germany and the Republic of Korea.

Article: The adoption of innovation in international development organisations Lessons for development co-operation (OECD)

Article: An Exploratory Study of Types of Innovation in US Foundations. Adm. Sci., 9, 93. Kristina Jaskyte Bahr (2019) (MDPI)

SESSION 9 (LIVE IN-PERSON)

Innovation Portfolio Management

Students will explore different innovation portfolio management frameworks and learn about potential benefits and pitfalls of using a portfolio approach. The session will feature a group exercise, mimicking a real-world mapping and exploration of a portfolio within a development organisation.

Article: Innovation Portfolio Management for International Development Organisations – Part 1. Benjamin Kumpf and Angela Hanson | 28 March 2023. (OPSI)

Article: Developing innovation portfolios for the public sector - Portfolios for public good, Deloitte, Alan Holden, John Cassidy, Katie Hallberg and Will Marsh (2018). (DELOITTE Insight)

SESSION 10 (LIVE IN-PERSON)

Advisory Workshop - Part 1

In this session, the first batch of groups will provide advice to a real development project. Each workshop will be 30 minutes, followed by a round of reflections and feedback.

Students will receive materials related to their group work at the beginning of the course.

SESSION 11 (LIVE IN-PERSON)

Advisory Workshop - Part 1

In this session, the first batch of groups will provide advice to a real development project. Each workshop will be 30 minutes, followed by a round of reflections and feedback.

Each group will receive documents on their respective assignment at the beginning of the class.

SESSION 12 (LIVE IN-PERSON)

Summary of Main Insights: Impact, Value, Growth, Learning

This session will provide a review of the key lessons of the course and provide students with the opportunity to reflect on the advisory workshop specifically and on the overall learning experience generally.

EVALUATION CRITERIA

The group presentation refers to the work on the advisory workshops. Students will be assigned to a specific project and work in a group on developing a menu of options. Students will be asked to all contribute actively to the advisory workshop.

The individual work refers to the short paper which will be due max. two weeks after the last session of the class. Students will be able to choose a topic and to then write a min. four-page, max. six-page paper.

criteria	percentage	Learning Objectives	Comments
Group Presentation	40 %		
Class Participation	20 %		
Individual work	40 %		

FAILING GRADE AND REASSESSMENT

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place.

Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered. Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.

BEHAVIOR RULES

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

The development issues and approaches we will be covering in this course are complex, some are contested, and we may encounter them differently, depending on our own backgrounds and experiences. No one theory, approach or person holds all the answers. While innovation might seem like a technical field, we will discuss issues of power, diversity and politics. Therefore, it will be important for all of us to foster a learning environment in which ideas are shared in a respectful and supportive manner. To make best use of our limited class and workshop time, please arrive on time for all sessions.

ATTENDANCE POLICY

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.

