SOCIAL INNOVATION CAMPS AND LABS: LESSONS FROM INTERNEWS' EXPERIENCE

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CREDITS

CONTENTS

1

AN INTRODUCTION TO SOCIAL INNOVATION CAMPS AND LABS

For 30 years, Internews' mission has been to strengthen independent media throughout the world. The last five years have brought dramatic changes in global media systems and information flows; these changes made clear that Internews will have to adapt and evolve to be able to support local media and local voices effectively.

The core activity of Internews' Center for Innovation and Learning (The Center) is encouraging and supporting experimentation throughout the organization to help Internews better understand and meet the challenges brought by these rapid changes. The Center supports experimentation by conducting pilot projects in the different countries where Internews works. These pilots explore new technologies and tools that allow citizens, journalists, online activists, and policymakers to better understand and work with data, gain access to better information, and communicate more effectively with each other. Research on each pilot, to support intra-organizational learning, is a critical part of the approach. The very first pilot experiment that The Center supported was a Social Innovation Camp in Bosnia as part of its mission to infuse innovation throughout Internews.

Following the Bosnia Social Innovation Camp, Internews held a number of similar events in different countries during 2011, 2012, and 2013. Some of these events were called Innovation Labs; others were called Camps. All of these events shared much in common with the first Bosnia Camp, with some variation in structure, goals, and outcomes. This report takes a broad look at the Innovation Camps and Labs convened by Internews during 2011 and 2012 to identify what they can achieve, how best to run the events, and pitfalls to avoid.

The study focuses on these key questions:

- The organization and process of the Innovation Camps/Labs: what were the main events and activities? Which were most useful? Why?
- How can organizers recruit appropriate participants? What combinations of people work well together?
- In the structure and process, what worked, what didn't work, and why?
- What types of goals best suit the structure of an Innovation Lab?
- What were the main outcomes of Innovation Camps/Labs?
- How can organizers promote the sustainability of the work produced in Innovation Camps/Labs?

Chapters 2 and 3 give a broad overview of what the Camps/Labs are and why they were done. Then in chapter 4 and 5 we look at the successes, challenges and lessons learned across the various Camps/Labs. Chapter 6 provides a summary and conclusion. Finally, the Appendix contains resources and tools that will be useful for anyone interested in running a Social Innovation Lab or Camp.

1.1 Innovation Camps and Labs: Internews' inaugural experiments

The first Bosnia Camp was facilitated by a London-based organization called Social Innovation Camp (SICamp). That organization's first Camp was conducted in 2008, and it has since conducted SICamps in 15 countries. While not the only organization conducting this kind of work, Internews found SICamp's work and model to be inspiring, and chose it as a starting place from which to develop other innovation-focused events. Social Innovation Camp matches "software developers and those with an understanding of a social problem to help them start and grow technology-based social ventures."[1] The Camp itself is an intense, two-day experience in which newly-formed teams (whose members include a mix of skilled techies and civil society actors) compete against each other to develop web-based prototypes that address concrete social problems. Social Innovation Camps and Labs stand at the intersection of web 2.0 on the one hand — in which technology has become a social space where regular people can create things — and participatory development / participatory social change on the

other. The philosophy behind SICamp is broadly applicable to Internews' Camps and Labs: "By bringing together these two groups — technology and need — we're creating a community of practice where people can experiment, discover, prototype and become advocates for using social technology as a driver of positive social change."[2]

Since the first SICamp in 2011 in Bosnia, various Internews projects have supported other Innovation Camps/Labs across Afghanistan, Armenia, Bosnia (again), Jordan, Kazakhstan, Pakistan, and Ukraine (in some places more than once).

Internews staff has also participated in Camps/Labs run by and for other organizations, many of which are referenced in the interviews conducted for this report. Some of the Internews events were organized and run by SICamp staff. Others (usually called Labs) were adaptations of the model first tried in Bosnia, to suit different goals and contexts, with the consent of SICamp.[3] Internews has had different roles across the different Camps/Labs: observer, organizer, funder, etc. This report is an attempt to take stock of what Internews has learned over two years in running and participating in these events. Based on the research for this report, we have also created a Social Innovation Lab Cookbook for people who would like some basic guidelines on how to run their own. It will be available in early 2014 at www.innovation.internews.org.

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1   See http://sicamp.org/, accessed June 20, 2013

2   ibid.
3   Unless specifically referring to an event facilitated by the SICamp organization, this report uses Camps/Labs as the generic term.

A SNAPSHOT OF THE SOCIAL INNOVATION CAMPS AND LABS CONSIDERED IN THIS STUDY					
Location	Date	Format	Organizer	Goals in Brief	Approx. total Number of participants
Afghanistan	January 2012	Showcase on ICTs and development; introduction to technology tools; Lab: 3-day workshop (creating prototypes that use ICT to address social problems)	Internews in Afghanistan	Afghan-led, participatory workshop to use ICT to address social issues. Involve women. Introduce ideas of volunteerism and collaboration.	45
Armenia	November 2011	Social Innovation Camp + Creative Game	Internews in Armenia	Create online solutions to offline problems	45
Bosnia	July 2011	Social Innovation Camp	Internews Europe / Eurasia team	Introduce hands-on experience with ICT tools; bring together journalists with new partners; work across borders; raise the bar and improve journalism; involve citizens	80
Jordan	February 2012	Lab: 2-day workshop (creating prototypes that use ICT to address social problems); encourage experimentation and play; presentations and keynotes	Internews in Jordan	Create a space for citizens to work together to identify and solve social problems	30
Kazakhstan	May/ June 2012	Lab: 2-day workshop (creating prototypes that use ICT to address social problems); onsite Media Laboratory to experiment with multimedia documentation	Internews in Kazakhstan	Disseminate the idea of social innovation; start small social shifts; create small ICT for social good projects	65
Kyrgyzstan	May 2011	Social innovation Camp	Open Society Foundation in Kyrgyzstan	Introduce young activists to new modes of collaboration for solving social problems; kick-start citizen participation even without a budget	100
Malaysia	November 2012	Social innovation Camp	Asia Social Innovation Camp	Create ideas for mobile apps to engage the Malaysian community for social good; inaugurating Asia SiCamp	85
Pakistan	October 2011	Lab: 2-day workshop (creating prototypes that use ICT to address social problems); "Technology Marketplace" with speed dating introduction to new tools	Internews Asia team	Teach citizens to solve social problems with digital tools; promote networking across disciplines; support collaborative problem-solving	70
Ukraine	April 2012	Lab: 3-day workshop (creating prototypes that use ICT to address social problems)	Internews in Ukraine	Identify socially important ideas; create ICT resources to help people; develop projects; inspire people with ideas to work with technology	50

INNOVATION CAMPS/LABS — THE IDEA 2

2.1 The broader global context for Social Innovation Camps/Labs

The phenomenon of Social Innovation Camps has arisen during a time of shift in the way social dynamics lead to change. Innovation Camps/Labs are a part of an emerging worldview that everyday citizens, particularly youth, can collectively solve their own social problems, rather than relying on elite experts. "Today's paradigm results from the Internet. This all-pervasive communication technology has ushered in a hyper-networked world, one in which we are all connected through space and time. This connectedness is causing a shift away from industrial systems toward participatory systems."[4]

During the same period that Innovation Camps/Labs have expanded, seismic shifts have been reshaping the information space, and other events similar to Camps/Labs have proliferated: Bar Camps (also called Unconferences), Hackathons, and Incubation Labs.[5] Collaboration (or "co-creation") which is fundamental to how these types of intensive events work, takes place across different disciplines to promote cross fertilization of ideas and creativity in solving problems, using information communication technologies (ICTs). Citizen empowerment and finding grassroots (often technological) solutions to social problems are core values permeating these events. All of these learning-focused, community-building events are taking place within a broader movement of people involved in tech startups, social entrepreneurship, crowdsourcing, and human-centered design. Citizens are stepping in where they perceive that top-down development has not brought solutions to poverty and other social issues quickly enough.

One of the impacts on Internews' work has meant a shift away from working only with traditional journalists and in the formalized broadcast and print media spaces. Citizens are producing in addition to consuming media, and public information spaces are widening and quickly changing. In recent years Internews has been increasingly working with citizen journalists, but these Camps/Labs reached a still wider set of constituencies, whose interests have in some ways begun to merge. This is evident in the diversity of target participants: journalists, activists, bloggers, youth, NGO workers, and stakeholders of other communities.

2.2 Anatomy of a Innovation Camp/Lab

The actual Camp, according to the SICamp design, takes place from Friday evening to Sunday evening, and has a fairly simple structure.[6] Other Internews Camps/Labs not run by the SICamp organization still adhered overall to this basic structure; they modified the structure by adding additional elements, as we will see below.

Preparation CALL FOR IDEAS	Preparation IDEA SELECTION	The Camp INTRODUCTIONS
Idea for technical solution to social problem	A jury selects 5-7 ideas to develop during the camp	SICamp staff introduce the concept of the camp. Creators of the selected ideas introduce their ideas. Teams self select
The Camp DEVELOP SOLUTIONS	**The Camp PITCHING IDEAS**	**The Camp WINNER IS CHOSEN**
Teams individually develop the ideas into prototypes (wireframes)	Each team pitches the solution to a judges panel	The judges select a winner (s) - prizes may include support to further develop the prototype

4 Lisa Torjman, "Labs: Designing the Future," MaRS Solutions Lab, 2012. http://www.marsdd.com/wp-content/uploads/2012/02/MaRSReport-Labs-designing-the-future_2012.pdf, Accessed July 24, 2013.

5 Bar Camp or Unconference, a forum that encourages all who attend to participate: choosing the topics to be discussed, speaking, and running workshops rather than being passive audience members. Hackathon for Social Good is an intense, rapid event that gathers developers with practitioners to create prototypes (web-based, mobile or software applications) to solve a social problem Incubation Labs help accelerate the development of social enterprise start-ups, providing support and expertise to build the entrepreneurs' social idea into a running business (non-profit, for-profit, or hybrid).

6 This generic description of the structure comes from a synthesis of interviews and SICamp documents. Where there was any contradiction between the former and the latter (this was particularly evident in an indication of lead up and follow up activities), the description relies on interviewees' reporting to paint a broad picture of Internews experience.

2.3 Preparation phase

CALL FOR IDEAS

The entire preparation phase lasts about 2-3 months. First, the organization sponsoring the event puts out a call for ideas to be addressed with digital solutions in the Camp/Lab. The ideas stem from social problems that potential participants have observed. Josh Machleder noted that Social Innovation Camp advises that the types of problems that are most effective for a Camp/Lab come out of participants' personal frustrations and passions. This personal connection can really inspire them to get in action to solve the problems.

The solicitation process can happen in a number of ways, depending on the desired target participants. The first Internews Social Innovation Camp replaced the bi-annual Internews Europe and Eurasia regional meeting; ideas were solicited from participants from Internews and partner organizations. Other events solicited online only; while others sent organizers to local civil society organizations in large cities and across the regions. In Armenia, for example, the team conducted 14 outreach meetings in Yerevan and across the regions to explain the concept of Social Innovation Camp and attract participants, including people without internet access.

IDEA SELECTION

A limited number of ideas, generally between 5-8, are selected to be developed during the Camp/Lab. Generally, a jury of the event organizers selects the ideas based upon previously agreed-upon criteria. For some of the Camps/

Labs, one or more ideas were selected via online vote of an engaged community. The entire preparation phase entails an attempt to recruit a healthy cross-section of participants in addition to those whose ideas are selected for the competition — techies, civil society actors, activists, designers, government workers — together with all of the logistical and event-planning activities needed for such an event. To varying degrees, organizers engage in creating a community and conversation around the topics in play prior to the event. For the Ukraine Camp, organizers developed a communications strategy from the beginning, and did extensive outreach through CSO websites, announcements, Facebook, and Ukrainian social networks. In this case, the community they had cultivated in anticipation of the Camp selected six ideas through an online voting process. The organizers then vetted the ideas.

2.4 The Camp

INTRODUCTIONS

 On Friday evening, a facilitator gives a quick background to what will happen over the next two days. This is meant to pique interest and get people excited, without overly prescribing how it will go. When coming into a Camp/Lab for the first time, participants typically have a hard time grasping that it is meant to be fundamentally different from other gatherings they have experienced. It is not a training workshop, though they will likely learn new skills. It is not a conference, and requires the constant, active participation of all involved. So what is it? The founder of SICamp nicely summarizes the ethos of the Innovation Camp/Lab experience in this summary from the first SICamp in Asia (not an Internews event):

SUMMARY BULLETS FOR A SICAMP ASIA[7]
- The SICamp mantra: "using the online to reorganize the offline"
- The basic recipe of the weekend is "ideas + people + wifi"
- SICamp is not a Barcamp (because we don't just talk, we build things), not free websites for NGOs (any web tools built are meant to address a problem, not serve as an organizational communications platform), and not campaigning (we don't push institutions to solve problems)
- The fundamental issue is social power

7   Summary bullets adapted from "SICamp Asia report for Soros," by Dan McQuillan

After an impressionistic overview of the weekend, the individuals ("idea holders") whose ideas for solving a social problem were selected present the ideas to the rest of the group. The rest of the participants decide which teams they would like to work on based on interest. The event facilitators do not intervene in team formation unless the numbers are highly imbalanced (teams should have 6-10 people). The rest of the first evening is for socializing, so that teams and the group overall can begin to cohere.

DEVELOP TECHNICAL SOLUTIONS TO REAL LIFE SOCIAL PROBLEMS

 When they start the main part of the Camp/Lab, participants have only a bird's-eye view of the map for the rest of the weekend, without a defined agenda. Very little structure is mandated for the main block of time, in which the teams flesh out and develop technical solutions to real-life social problems. What happens during the development phase unfolds in a free-form way that teams work out for themselves. Teams work intensely on the problems (some late into the night), all day Saturday and half of Sunday.

The product of those intense hours together, depending on the skills of the team members, should be preliminary sketches, website wireframes, or in rare cases, even digital prototypes. All of these products are prototype solutions, though they differ highly both in type and in the degree to which they are developed.

PITCHING IDEAS

 The spirit of the weekend emphasizes both team collaboration and competition across teams, and the weekend culminates in the presentation of the solutions. Each team presents the solution to the idea in front of the entire group.

WINNER(S) CHOSEN

 After each idea is pitched, a panel of expert judges selects a winner or winners, and awards a prize or prizes. Some Camps/Labs also have a people's choice winner, selected by the participants. Prizes are generally a small sum of money meant to support the further development of the project. SICamp guidelines recommend some kind of follow up, additional network-building, and continual development of the projects after the Camp/Lab is over. Creating "sustainable new ventures" is the main goal, according to Glen

Mehn of SICamp. These activities are not part of the Camp/Lab per se, and SICamp provides more limited guidelines for follow-up than those for Camp activities.

2.5 Variations on the SICamp structure

After the first Internews SICamp in Bosnia in 2011, many (if not all) of the Internews Social Innovation Camps/Labs modified the basic structure and offerings to better suit specific country contexts. Here are a few examples of modifications:

In Pakistan, an email list was created prior to the Lab; on the list, participants introduced themselves, and were asked to identify and discuss key problems they would like to address at the Lab. Participants were given some assignments to complete before the Lab, which included an introduction to those tools and an assessment of key challenges facing Pakistan that might be the subject of Lab projects. Also, Pakistan organizers carefully grouped participants before the event, instead of having them form teams themselves to ensure a fair distribution

of talent and a balance of both gender and rural/urban participants on each team. The Lab kicked off with a "Technology Marketplace" in which participants moved around to different tables to get 10-minute overviews of a range of technologies like mapping, crowdsourcing, SMS applications, and IVR. The aim was to inspire participants, and get them to imagine how technologies can be used to address problems.

The organizers of Armenia's second SICamp wanted to boost the level of creativity in the Camp, and so added a three-day long "Creative Game" during the lead-up to the Camp. The game was structured according to a Soviet development methodology and led by an expert in that methodology. The organizers invited people from government ministries to participate in the game, to help prepare their receptivity to the SICamp experience.

In Afghanistan, the organizers did a lot of preliminary research to better understand the types of digital projects for social impact that had been successfully done. Because of the low internet penetration but high mobile phone penetration, the Lab was designed to focus on mobile phone projects.

The Jordan Lab put a lot of emphasis on the physical space, creating an environment that "encouraged people to think differently, work together, express their ideas about problems, solutions," according to 7iber Labs' Ramsey George, who organized the Lab. It was important to them not to hold the event in a formal setting such as a hotel, but to create a space that would invite play and creativity. They chose a new location with many bright windows, an open communal space, and plentiful nooks and corners. The space was filled with comfortable furniture such as beanbag chairs and rugs, and 7iber Labs stocked the open area with tools to encourage people to play and experiment, such as magic markers, crayons, string, and clay. They played music, and held performances. The space was consciously constructed to create a playful, positive mood where people would be open to experiment.

2.6 Who goes to Social Innovation Camps/Labs?

The team of organizers (in most cases, staff from local Internews offices, collaborating with a local NGO partner, supported by one or more donor organizations) is responsible for recruiting and selecting the participants, as described above. A balance of different types of participants — both in the Camp/Lab overall and within teams — is the goal for the event.

On each team:
- People from Non-Governmental Organizations (NGOs) / Civil Society Organizations (CSOs) / media / activists: the idea holders and others to work on the project
- Techies / geeks / IT developers: critical to making the idea a reality
- Facilitators: can be from SICamp, the organizers, or other participants with previous experience in these types of events; they keep the interactions positive and the work moving forward

Roving facilitators and mentors (recommended but were not present at all Labs):
- Technical experts — to work with the geeks in each team, and help teams overcome technical issues, and create the technical solution.
- Designers — to help people visualize their ideas and think through the flow of information in the solution; the design and usability of the website, app, etc.
- Marketers and businesspeople — to help teams think through how best to communicate solutions, and how the business side of their projects might function

Inclusiveness

In addition to finding people in these broad categories, Camps/Labs focused on including participants from a wide range of backgrounds. Several Camps/Labs recruited participants through both online and in-person methods. The latter was critical for the entry of more participants outside of major cities, where in many countries internet penetration and experience with technology is markedly lower, while abilities to identify local problems and point toward solutions is high. Some Camps/Labs put a particular emphasis on recruiting women. In countries where ethnic tensions were high, organizers not only ensured that people representing various ethnicities in question were present; they engineered collaboration across the divisions. For obvious reasons the events tended to skew young; for the first Camp in Bosnia, the event emphasized the inclusion of more seasoned media experts, since part of the idea was to get people comfortable with using technology not just as a consumer, but as a creator. Representatives from a country's government sometimes participated, whether as observers, helping to define a theme for the event, or as participants on teams.

3

WHAT DID THE CAMPS AND LABS HOPE TO ACHIEVE?

Interviewees identified different goals for the Camps/Labs they had attended; many of these goals were related or interconnected. Some of the goals actually drove the events; others only became clear afterward upon reflection. All of the events aimed to apply digital technology to solve problems, and generally foster innovation. Overall the goals for Internews Social Innovation Camps and Labs fall into four broad categories:

1. **Introducing digital technologies to new stakeholder groups**
2. **Devising practical solutions for social problems**
3. **Building community and forming new networks**
4. **Shifting societal power dynamics to empower citizens**

3.1 Introducing Technology to Stakeholder Groups

For some of the Camps, including the first Internews SICamp in Bosnia in 2011, the initial motivation to do the Camp was simple. It was a way to jumpstart the integration of technology into everyday life and to get people excited about technology's potential. In the case of Bosnia, the idea was to infuse digital life into traditional newsrooms; "getting people who weren't comfortable with technology to use it, and engaging not just as a consumer," according to Josh Machleder of Internews. The theme of demystifying technology and shifting the role of journalists and civil society from technology consumers to

technology designers in order to address specific problems was present in many of the Camps.

While in Bosnia the issue was resistance to new technologies, in Afghanistan the issue was increasing citizens' ability to deal with blindingly rapid change. "Imagine a country without electricity, telephone, you are living in a desert… and suddenly there is electricity, laptops, LCD TVs. Afghanistan was like this. The technology was accessible but [before the Lab] we have never seen people so experienced with ICTs and innovation," according to Rafi of the Afghanistan Ministry of Refugees. But it is one thing to be amazed by new toys, another to understand and proactively harness their power. In Pakistan the idea was to start to introduce technology in "media dark" locations to strengthen local voices and get information flowing. According to Internews' Oren Murphy, the Innovation Lab in Pakistan explored "how it would work, how people would use it, and what are some of the barriers to entry."

There was a widespread understanding among participants interviewed that making some individuals more familiar with technology as a way to integrate ICTs into civil society, the media and in some cases the government as well would be a slow process; a process that Innovation Labs would not achieve by themselves. Some even recognized the challenge of making change at the individual level: "We can't expect all participants in the (Afghanistan) Lab will immediately work with the technology, but we can get them thinking about it," said Javid Hamdard of Internews Afghanistan. Even generating awareness and excitement around the possibilities of engaging with digital technologies is an important goal.
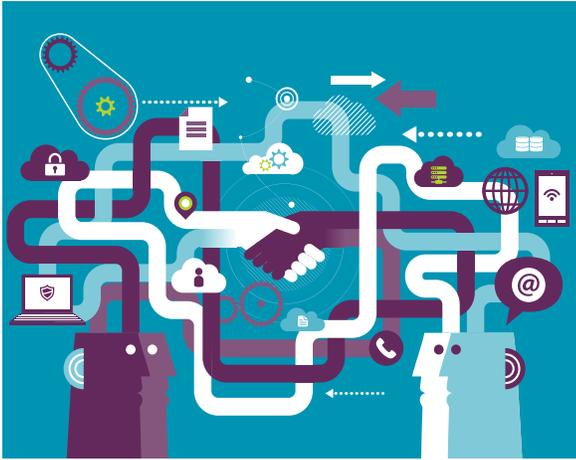
3.2 Devising Practical Solutions for Social Problems

Clearly, this is the conceit of the SICamp: to create digital solutions to problems in society. For participants to understand what this means exactly and get a sense of the range of possibilities involved is a sub-goal. What types of problems make sense to try to solve using ICTs? Do we understand the problem well enough to be able to identify a good solution? Should the solution be a website? Software? SMS-based? A mobile application? What impact will the Camp have on participants' ability to solve problems afterward?

Within this broad mandate, there were differing ideas about how developed the prototypes should be by the end of the Camp, whether or not they should all have a life after the Camp, and the extent to which they should be given support to further develop after the Camp. "Sustainable new ventures is the key goal; this produces capacity development and many other things as a by-product," according to Glen Mehn of SICamp. Others have more modest or less specific goals; for example, in Kazakhstan, planners were content with the idea that teams might create some viable projects, whether or not they took off. For others, it was about taking on a more practical, hands-on approach to development work. "I love the bias toward action," said George Hodge of UNDP, "that strong focus on doing, not producing reports. You make it and then adjust based on feedback. This makes sense in the environments in which we work. What doesn't work fails quickly, what does work can scale up and we can take it forward. This is the approach to project design that we like."
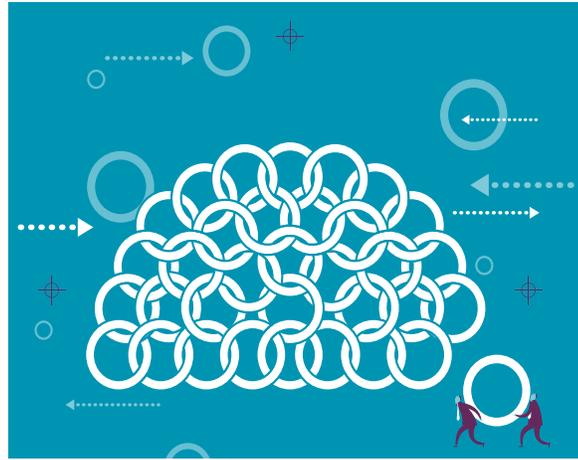
3.3 Building Community and Forming New Networks

In addition to the first two practical goals, Social Innovation Camps and Labs also have less tangible, but no less significant goals: Building multi-disciplinary teams and networks, and involving citizens in driving the development of their country, were motivations across many of the Internews Labs. Organizers seek to build networks in different ways: among NGOs, tech people, and media; across ethnic lines; between citizen journalists and professional journalists; between the government and activists; and so forth. In Jordan, creating community by building trust and mutual understanding was a key reason to run the event. In Bosnia, organizers aimed to bridge many types of gaps: giving participants the experience of team-building, connecting people and creating tolerance across borders and ethnicities; and bridging across different types of people that don't normally work together: citizens, journalists, techies, government, civil society, and the private sector. The organizer of the Kyrgyzstan Camp observed that the relationship between Kyrgyzstan and Uzbekistan "are the worst they have ever been," so the Camp tried to build bridges at the level of individual people. This is not to say, of course, that anyone expected an intense weekend to cure any long-standing social ills; rather, they took a grassroots approach to trying to build connections where institutions had failed.

In some countries, organizers observed that IT developers did not tend to be interested in civil society and social good areas. In Pakistan, Shahzad Ahmad of Bytes for All observed, "there was no connection between geeks, civil society, journalists, managers, media, and other stakeholders. We wanted to bring people together." In Europe and Eurasia, by contrast, techies are often interested in activism and social issues but are rarely connected to NGOs and activists, so can benefit from the Camps/Labs' ability to link different types of stakeholder groups.

3.4 Shifting Societal Power Dynamics to Empower Citizens

EMPOWERMENT OF CITIZENS

"A social innovation idea is something that should come from the people." – Laksiej Lavončyk, Transitions Online

The whole concept of social innovation implies a radical shift in power dynamics from top-down to grassroots-led change. The idea is that when a group of citizens with a diverse range of skills are brought together, they can often come up with solutions that are more innovative and effective that a single organization or agency. While Camps and Labs are small, discrete interventions, the more optimistic organizers anticipated that many such events would lead to broader social shifts in 4-5 years. This is especially true of countries emerging from many years of authoritarian governance where it requires the imagination of youth to drive change. "Young Afghans know the issues better than us, and understand how to use the technology to solve it," comments Karen Black of Deloitte. The Labs provided a micro-context in which youth can experiment with shifting known power dynamics. It was the first experience for many in collaborating on a tangible project based in their own ideas that might actually be implemented. This is not empowerment through merely introducing new ideas, but by introducing the opportunity to practice new dynamics and explore new opportunities in a safe environment.

The idea of citizen empowerment is not merely a feel-good slogan, but may be critical to inspire people to engage in the future prosperity of a country. For example, Armenia has been experiencing a notable outmigration of youth who are disillusioned with the development process. This starts with an attempt to shift citizens' relationship to technology. Internews' Samir Nassar said, "We are trying to get people to develop their

critical thinking, critical consumption of information. Tools that are only consumption devices set us up with a particular kind of thought pattern for the world." In Bosnia, one of the Camp's goals was to incentivize citizens' service to their own communities. This meant trying to shift the government's perspective as well. Olena Ursu of UNDP in Ukraine argued, "Citizens should not just be treated as passive recipients of services but are active contributors to the delivery of services."

SHIFTING HOW CHANGE HAPPENS

The aspiration is to transform the entire mode of development, towards something more creative, collaborative, and dynamic.

"How do you create a culture of collaboration where none exists?" inquired Javid Hamdard about Afghanistan. "The whole culture of innovation, volunteerism, sharing and learning from each other is new to Afghanistan." According to the logic of social innovation, the only way to build collaboration is to collaborate. The way to learn how to solve real problems is to focus on ideas with social impact.

George Hodge of UNDP described SICamp as a "Human centered design approach to providing public services;" in other words, starting with the perspectives of the people experiencing the problem first. By shifting to co-creation of development across government, civil, society and private sector, different stakeholders will be able to define both the challenges and solutions. In addition this is possible to do quickly and with little or no money. The Labs are meant to upend people's notions of their country's development and their role within it.

REFRESHING A DEVELOPMENT ORGANIZATION

Lastly, Innovation Labs invite change within development organizations. Internews has begun to invest in innovation, starting with Innovation Camps, as a way of refreshing its way of working. Similarly, as George Hodge noted, UNDP was very

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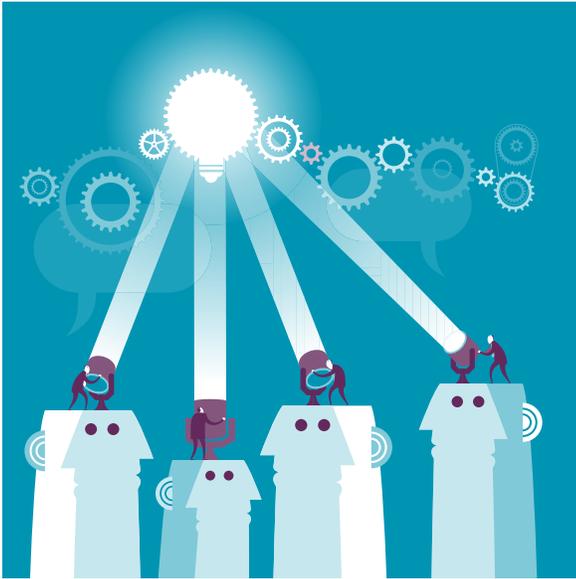
bureaucratic, but is trying to become more open, experimental, collaborative, and is highly invested in the promise of SICamps in order to transform itself as an organization in the process. The idea is that the SICamps process will help create new ideas and ways of approaching problems unshackled by the constraints of previous experiences and habits.

3.5 Examples of projects developed in the Camps/Labs

The range of projects that participants developed is vast. While all are built to address local problems, there are some that could be adapted to many places throughout the world. A minority of the projects were directly related to journalism. Many prototypes did not survive beyond the idea stage of the Lab weekend, while some had some preliminary development and others took off. Here are some of the ideas.

AFGHANISTAN – EASY HAJJ
One of the pillars of Islam is to make a pilgrimage to the Hajj in Saudi Arabia once in a lifetime, but fulfilling this is very complicated to manage. Every year in Afghanistan, millions of people apply for about 10,000 slots via lottery to go to Mecca. People applying have to walk to a regional center from their villages to do this. The solution proposed to use each citizen's unique national identification number through a mobile registration and lottery system to support the Ministry of Hajj and Religious Affairs in better managing the process.

ARMENIA – MY TRANSPORT
This website is meant to help to navigate the chaos of Armenian bus schedules, for which there is no publicly available information. The website was designed to include regularly updated information on the distance, routes, duration, price, departure, stops and other relevant information. In addition, the team proposed posting schedule information at bus stops.

JORDAN – SHARAKAH
This platform creates a database of all Jordanian NGOs, as the basis to build an online community for Jordan's NGOs and interested citizens. It is a place for organizations to announce their activities and invite participation. Sharakah also serves as a tool to match volunteers with organizations.

PAKISTAN – RYSE: RECLAIM YOUR SPACE
RYSe is a tool intended to empower people to break the culture of silence in Pakistan around sexual violence against women and transgendered people. The RYSe platform, made with FrontlineSMS and CrowdMap, was intended as a space for survivors of such violence to be able to talk openly and safely about their experience. Such public, anonymous reporting was intended to create a community of survivors to support each other and open up a dialogue about this important problem.

UKRAINE – DERIBAN (CREATED IN THE BOSNIA SICAMP)
The Ukrainian constitution entitles each citizen to own a piece of land. However, land distribution is rife with corruption, and politicians and oligarchs have benefited with prime pieces of land. The Deriban.net platform is a place where people can identify, report, and track land violations. The platform runs on Ushahidi, an open source crowdsourcing platform with geolocation. The initiative is meant to encourage citizens to fill in the gaps in public information around city planning and land distribution.

4 RUNNING A CAMP/LAB: LESSONS

Overall, the people interviewed for the report considered the Social Innovation Labs and Camps to have been a success. However, respondents identified a number of specific lessons that should be useful for anyone who is interested in running a Camp/Lab. This section looks at the Labs through the practical experience of participants — highlighting the successes, the challenges and lessons learned. One of the key lessons from this study is that planning and logistics before the Camp/Lab often need more attention. For that reason, we begin with Planning and Logistics.

4.1 Planning & logistics

SUCCESSES

Adapting the basic format as needed

Planning specifically for the context and the type of result desired is important. In Armenia, organizers wanted to get participants to think more creatively. So they gathered about half of the participants for a Creative Game prior to the actual Camp. This game was done over three days, telling stories through pictures, so many of the participants were shown new pathways for thinking even before the Camp began. While organizers were not certain that the results of the game were entirely positive in getting participants to think more creatively, it is important to take very seriously the question of how to create a

different environment for different contexts. Marina Mkhitaryan, Eurasia Partnership Foundation, Armenia even wondered if it would be worth a whole year of preparation, perhaps starting with a conference to address the thematic problem (such as corruption), then a Creative Game to fine tune the issues, and then announce the competition. This might promote better engagement and more developed ideas.

Working with local organizations for logistics

Many of the Internews Camps/Labs contracted with partner organizations to do the event planning and preparatory logistics for them. This was useful both in terms of devoting adequate time and resources dedicated to preparation, and in having an organization with strong roots in the local community to better understand how and who to recruit for the event. This strategy also frees low-resourced teams for more strategic planning activities and confers benefits on the partner organizations. Finally, it was important to transfer skills to local organizations, which may be able to hold further Camps/Labs without Internews' involvement. Shahzad Ahmad from Bytes for All said that the impact on his organization was: "Massive! … It gave us credibility, authenticity, and new skills. It was a great learning experience to put together the first Innovation Lab in Pakistan."

The location makes a difference

The space used for the event can contribute much to the success of the event, but it has to be the right type of place for the country-context and the group of participants. The layout and design of the space itself can sometimes encourage

Bringing people together to be creative can appear to be an open, light activity. However, cultivating creativity actually requires structure and careful planning in order to inspire, facilitate, and focus that creativity.

participants' imaginations, collaboration, experimentation, and excitement. The Lab in Pakistan used a large hotel in Islamabad (primarily for security reasons) but structured the layout of the room with round tables for the teams, and enough space for participants to move around and talk freely to each other. Some Camps and Labs were held outside of a main city, using the same location for both the event and lodging. In Kyrgyzstan, the Camp took place at an isolated, beautiful lake called Issyk Kul, which encouraged an atmosphere of both relaxation and focus. This helped capture participants' focus and cut down on time spent traveling to and from the workshop.

Devil in the details

Having logistics and event details well thought out and in place beforehand is critical. Organizers identified some key logistical elements: well-planned security, making sure participants who have laptops know to bring them; ideally providing a high speed internet connection (so there was no barrier to researching, downloading software tools, or creating web-based solutions), extension cords, backup files with open source software etc. To make the experience pleasant, it is important to have enough natural light, runners who can fix things and troubleshoot logistics, constant access to water, coffee, tea, and snacks, and small parting gifts. Getting the little things precisely right in such an open-ended event matters quite a bit.

CHALLENGES

Time needed for preparation

As an Innovation Camp/Lab is a relatively small initiative, many organizers failed to allocate sufficient resources in terms of planning, inputs, staff, and communications. Bringing people together to be creative can appear to be an open, light activity. However, cultivating creativity actually requires structure and careful planning in order to inspire, facilitate, and focus that creativity.

Almost none of the organizers left enough time to plan out the event. SICamp guidelines suggest that planning and preparation should be someone's full time job for 3-4 months beforehand. In Jordan, there was just a month for planning and recruiting participants, which resulted in the participant group being insufficiently diverse.

The lack of time for planning limited the long-term impact of the projects developed within the Camps/Labs. For example, several organizers noted that consultations with Ministers in advance of the event would have been important preparation for creating longer term impact. This would have helped towards understanding problems better, clarifying the government's stake, and creating buy in and interest in citizen-led solutions. For example, in Armenia, the winning solution was a plan to make information about public transportation actually public. It failed because the Ministry of Transportation never gave out the information (bus schedules, etc.). It might have been a very different story if the Ministry was engaged before the Camp.

Not enough forethought put into the location

Several of the organizers interviewed did not put enough thought into how the location itself might contribute to the mood or the overall success of the event. Surprisingly, some Camps and Labs had difficulties with the internet at the location that had been chosen, because of temperamental or slow internet connections. While work still can be done without reliable internet, SICamp's basic recipe of "ideas + people + wifi" is fundamental to the process.

There were some events where the design of the space prevented optimal interaction. If groups went off separately during the development phase and stayed apart, there was minimal opportunity for mixing and interaction with other groups.

Local participants cited other issues related to the location that affected the overall experience:

- In Afghanistan, the Lab was held at a hotel for foreigners, which one local participant had difficulty finding
- In several countries, participants from the countryside had problems getting to a city location because of bad weather or transportation problems

How long should the event be?

There was disagreement across the interviews about whether or not two (or three) days had been sufficient time for the event itself. But this is linked back to the goals, the scope of what organizers hope to accomplish, and how expectations were set for the participants. Because of the intensity of the work, anything much longer would have likely burned out the participants, unless the pace was planned differently and a variety of activities had been offered. Also, participants were often people who were working, so longer events would mean that they would have to take leave.

LESSONS

Even though an Innovation Camp/Lab is meant to be fun, it still requires intensive planning and preparation. This includes allocating sufficient staff time, clearly identifying the stakeholders who need to be involved early on, creating a strategy for participant identification and recruitment, identifying just the right location, and specifying all of the event details. Working with a local organization that understands cultural, practical, and topical issues (related to ICTs and social change) to do the logistics is recommended. Planning is important not just for the smooth implementation of the event, but also to support maximum impact, including considering what will happen after the Camp/Lab is over. A sample workplan for executing an Innovation Camp/Lab can be found in Appendix E.

SUMMARY: PLANNING & LOGISTICS

SUCCESSES
- Adapting the type of preparation to suit the country context and the goals of the Camp/Lab
- Contracting with local partner organizations to run logistics helped make events more effective
- The more that planning focused on detail, the better
- Locations with spaces that encouraged the spirit of the event and drove participant focus (not distraction)

CHALLENGES
- Insufficient planning time and human resources
- Failing to consider legal and other constraints
- Not giving enough time to recruit a diversity of participants
- Several labs did not have a strong enough internet connection as was needed for the weekend
- Some locations were hard to access or not conducive to participant interaction
- Some people felt that two days was not enough time for the event itself

LESSONS
- Take seriously the SICamp recommendation that sufficient preparation requires at least a full time focus for one person for 3-4 months. Details are important.
- Contracting with local partner organizations can boost Lab effectiveness and confer benefits on the partners
- Identify stakeholder groups and conduct consultations with them at the beginning of the planning phase
- Think through the range of participants you would like to attract, and plan early on how best to reach them
- Select a space that contributes an atmosphere of welcoming, openness, and creativity
- Plan carefully for detail such as:
  - Security
  - How participants will get to the location
  - Other conferences or events going on at the same time that may distract participants
  - Natural light
  - Adequate laptops for participants
  - Extension cords, any other supplies needed
  - Adequate internet connection (so that downloads are possible)
  - Backup files with open source software
  - Runners who can fix things and troubleshoot logistics
  - Refreshments such as water, coffee, and tea
  - Small parting gifts such as t-shirts
- Consider long-term communications from the outset; for example, establish an opportunity (like a Facebook group) to keep the participants talking, and maximize the opportunity for the network to continue

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2 Gather a team of people to help you

3 Present your idea on 28 January at the idea selection meeting

If your idea is selected

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5 Launch your idea!
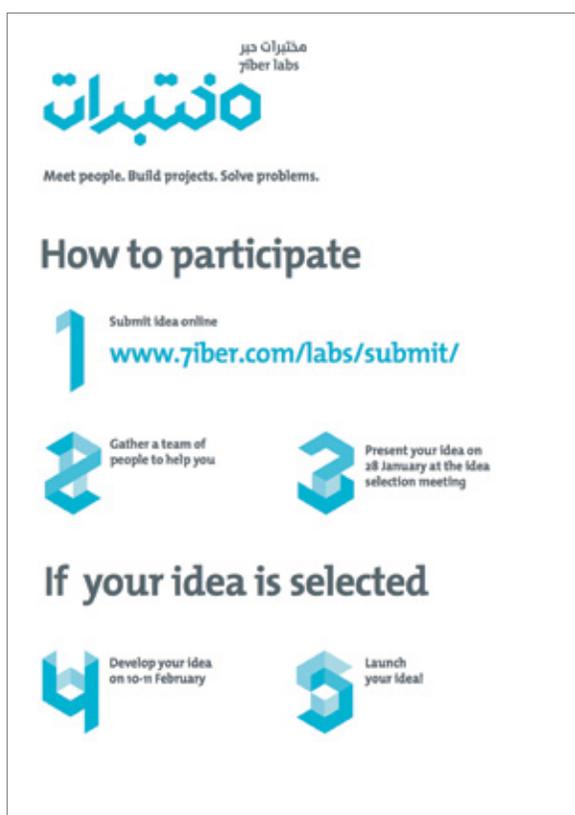
> A diversity of participants in terms of professional background is important, and an ideal group of participants would include NGOs/CSOs, government, programmers, designers, marketers, and businesspeople to help with a monetization plan.

4.2 The Call for Ideas and Participant Selection

SUCCESSES

The power of requesting ideas openly and publically

Simply putting out a public Call for Ideas — letting the public define problems and potential solutions — was a powerful approach. "Challenging public space to define problems and come up with solution. Really empowering. Development hasn't embraced it enough," according to George Hodge. Hodge also noted that the large number of ideas collected through the Call for Ideas (including the ones that were not selected for the Camp) was useful to better understanding needs in the country and for identifying other potential projects that might be seeded and developed elsewhere.

During the Call for Ideas phase of the Camp/Lab, Social Innovation Lab organizers conducted outreach through youth organizations, social networks, websites, forums, direct mail, radio, and TV announcements. Travel out to the provinces to present the event and solicit participation, as in the second Bosnia and Armenia Camps, brought in a wider group of participants to the Camps. In planning the second Bosnia event,

the local partner did five presentations all around the country, and felt that even more should have been done. Presentations focused on both large and small towns, and the idea was to try to make everyone feel invited regardless of ethnic identify. They also met local businesses at their place of work. With low internet penetration in some areas and a very fragmented society, it was important not to rely only on online social networks. For the second Bosnia Camp, they also used traditional media — TV and radio — to advertise the event.

A diversity of participants in terms of professional background was important, and an ideal group of participants would include NGOs/CSOs, government, programmers, designers, marketers, and businesspeople to help with a monetization plan. Labs either took pains to ensure that there were enough programmers and designers to work on all teams, or observed that the Lab should have been organized this way. Some Camps/Labs, such as that in Armenia, included designers, marketers, and others on a support team that different groups could pull in temporarily if needed; this seemed to work.

Communications strategy is key

While most Calls for Ideas were public, communications and marketing tended to be channeled to community service organizations and media organizations. For example, in Ukraine, the organizing team developed a communications strategy for how to reach their target audience: CSO representatives, media, computer programmers, web designers, and marketers. They developed a website for the Lab, and announced the project on several CSO websites, placed announcements, and advertised through social networks (both Facebook and Ukrainian networks). They did direct mailings, and made announcements in chats and forums. Entries could be submitted through the project website or a Facebook page.

CHALLENGES

Internet-only recruiting is limited

Too much focus on internet-based recruiting reduced the diversity of participants. Some categories of participants, like

people without internet access, designers, and internet marketers, needed to be specifically targeted. On the other hand, Camps/Labs need to have a sufficient number of people with technical ICT skills, evenly spread throughout teams. Without technical people contributing to the solution, a Camp/Lab cannot fully work. In some circumstances, a narrow population may be what is desired, and internet-only recruitment can be appropriate.

Multi-country events are hard to do well

Labs that invited participants from more than one country presented additional challenges, especially: securing visas and planning travel; and difficulty in building a shared understanding of the local context in which projects were imagined. For example, the winner of the first Bosnia Camp was from outside Bosnia and did not have any support back home to help implement the project.

Raising expectations can have a negative effect

From the perspective of SICamp, whether or not the project gets implemented is less important than learning how to problem-solve through the methodology of the Camp/Lab. However, feedback from many respondents indicates that raising expectations that a problem will actually be solved, only to then have those expectations dashed, is too high a cost. Collaboration and empowerment cannot be fully "learned" if participants are deeply vested in solving a specific real life problem that is not appropriate for a Camp/Lab (whether because of scope, geography, or other reasons).

Communication needs to be very clear so that misunderstandings can be identified well in advance of the Lab.

Social innovation is not an obvious concept

In the lead up to the Camp/Lab, participants need to be well briefed about exactly what the event is supposed to be. Several Camps/Labs had a problem with participants trying to propose ideas that were aimed purely at commercial profit; these people had difficulty understanding what was meant by social value. In Afghanistan, Mujtaba Ayan of Internews in Afghanistan described, "In my group, a couple of participants were confused. It took almost the whole day to understand the objective of the lab." Communication needs to be very clear so that misunderstandings can be identified well in advance of the Camp/Lab. The challenge is creating a balance between openness on the one hand, and prescribed objectives, rules, and expectations, on the other.

SUMMARY: CALL FOR IDEAS / PARTICIPANT SELECTION

SUCCESSES
- Many creative ideas submitted
- Engaging the public beforehand creates a broader discussion and supports the event itself
- Camps/Labs that invested in multi-pronged outreach were more satisfied with the mix of participants
- Holding events to find participants in the provinces was a useful tactic to reach populations with limited internet or media access

CHALLENGES
- Camps/Labs that did quick, internet-based recruiting tended to be less satisfied with the diversity of the participants
- Some Labs did not ensure a sufficient number of people with the necessary skills to build a prototype
- Camps/Labs with participants from more than one country faced difficulties with participants trying to address challenges that not all were familiar with
- Some potential participants did not understand the idea of social innovation

LESSONS
- Identify the target participant group, including those who may be hard to reach
- Create a communications plan to send out the Call for Ideas
- Collect all ideas submitted
  - Analyze the group of submitted ideas to identify country needs and any weaknesses in the Call for Ideas process
  - Consider ways to support or implement even those not selected
- Tactics to bring in a diverse array of participants are important
- Recruit around the types of participants needed:
  - People from NGOs
  - Computer developers / hackers
  - International ICT experts
  - People from government
  - Designers
  - Marketers
- Identify potential challenges and strategies to overcome when working with participants from multiple countries
- Think about how to engage a broader community
- Very clear communications are essential

LESSONS

While a Call for Ideas should be open and public, it also needs to be targeted towards the intended population of the event. This requires identifying the target group, planning how best to reach them, and monitoring ideas as they are submitted. It is important to ensure that the idea of "social innovation" has been clearly communicated and that proposed ideas fall under this category. If the event is planned to span multiple countries, consideration has to be given to the barriers to implementation. For example, an idea holder might not have support structures in his or her home country. Another lesson is that not all ideas can be used in a weekend Camp/Lab; however, these ideas can give some indication of what the target population is concerned with. Organizers can invite people who submitted ideas (whether or not selected) to become part of the community, through the event itself and/or through other communications and initiatives.

4.3 Selecting Ideas

SUCCESSES

Transparency in selection is essential
The use of real life problems added urgency, and for the residents of impacted countries, a personal stake in creating a solution. Proposed solutions to social problems were selected in some Camps/Labs by the organizers. Others, such as Ukraine, held an online open voting system. Selections were vetted by the organizers afterward to ensure that the problems had truly social value. An open voting system such as this will only work in countries where Internet is widely accessible. Whichever system is used, clear criteria and a transparent system for selection are critical to establishing trust at the outset. Trust in the process is particularly critical since this approach to work and problem solving will be new to many of the participants.

CHALLENGES

Not everything can be solved in a Lab
Ideas that try to take on deeply ingrained behaviors may be too big for a Camp/Lab to solve. The Armenia Camp had a corruption theme, but participant Mikayel Ghazaryan observed,

"There are some habits that reinforce corruption. People know it's easier to give a bribe than to go to four or five different institutions, stand in queues.... Until it's the easiest way, people will give bribes instead. Authorities ask for bribes. We need to change people's behavior — need to change institutions. I'm not sure that SICamp can really change people's behavior." Smaller, more achievable ideas may meet with better success in a Camp/Lab setting.

LESSONS

Transparency and creating trust are key
The selection process puts in place the beginnings of a network and a community, and so must be done with transparency, good communication, and care so as to instill trust in the participants. Different methods of selection can work, depending on the goals of the Camp/Lab. For example, if organizers want to ensure the experience of democratic participation, online voting may be a workable approach. Even though the Camp/Lab weekend is only meant to produce prototypes (and some very low-fidelity prototypes, at that), problems still need to be vetted to ensure they are appropriate for a Camp/Lab format.

SUMMARY: IDEA SELECTION

SUCCESSES
- The ability to propose solutions to real problems created participant investment in the process
- Different methods for selection, from organizer choice to online voting, can work

CHALLENGES
- Big challenges such as corruption may be too difficult a theme for a Camp/Lab to take on

LESSONS
- Different methods for selection, from organizer choice to online voting, can work if executed transparently and ideas are vetted
- Clear criteria and a transparent system for selection are critical to establishing trust and credibility with participants
- Problems need to be realistically solvable within the Camp/Lab format
- Creating a sense of trust in the community is critical at the outset

4.4 Introductions

SUCCESSES

Preparation and understanding of context shows results

Organizations that encouraged participants to do significant preparation, research, and to articulate their problems clearly were the most successful. This enabled teams to define the problems well and thus be able to create good solutions. Referring to the different projects in Afghanistan, Indu Nepal of Internews in Afghanistan commented, "The ones that stood out were the ones that clearly had the issue defined ahead of time."

Setting off to an inspiring start

Beginning the event by fostering a mood of friendly competition and openness was critical to maintaining energy and enthusiasm through the intense two days. Energy, excitement, and fun were all critical in stimulating participants' imaginations and in the end, to perceptions of success. The opening meeting and presentation is critical to establishing an atmosphere of collaboration and excitement. Bringing in international participants with broad experience to help open people's minds and create connections across differences was also important (although of course, their participation came at a cost both financially and in terms of workload). Continually reinforcing the idea of social innovation, discussing and redefining it, was important, rather than assuming that participants understood the idea when they arrived.

Team formation

In some Camps/Labs, the organizers pre-formed the teams so as to ensure a mix of skills and diverse participants. Most organizers let the teams form on the fly and tried to encourage new connections and a mix of backgrounds. Both approaches can be successful, as long as each team comes out balanced in the end, with people bringing a mix of skills. Equally, it was important for participants to be excited about the project they were working on, regardless of who else was on the team.

CHALLENGES

Facilitators need to inspire

Several participants felt that the main facilitator at one of the events was too stiff and boring. Even though Camps/Labs are very grassroots type of events, the person opening the weekend sets the tone and makes a big difference in terms of people's expectations.

The speed of the event

Quick introductions of the projects on Friday night can mean that it's hard to really know how valuable or relevant the project will be. However, if each "idea holder" presenting the project has done enough preparation, a quick introduction should be enough.

LESSONS

Start off on the right foot

Creating a sense of inspiration and excitement is very important, as well as conveying a strong message that all participants are expected to contribute and drive the event forward. As with the initial communications, it should not be assumed that the notion of social innovation is well understood; the idea needs to be continually reinforced. From the very beginning, the event should convey a sense of openness and grassroots empowerment. Balancing this, organizers must ensure a mix of skills on each team so that projects can be developed.

SUMMARY: INTRODUCTIONS

SUCCESSES
- Participants who spent time preparing were able to most clearly identify and articulate the problems they identified and the solutions they proposed
- When a festive, exciting mood was established from the beginning, Camps/Labs were off to a good start

CHALLENGES
- One of the facilitators for several of the Camps/Labs did not generate a sufficient sense of excitement and fun

LESSONS
- Presentation of ideas should be the culmination of preparatory work by the "idea holders;" organizers should provide support for preliminary research and brainstorming
- The opening presentation is critical to establishing an atmosphere of collaboration and excitement
- Repeated emphasis on the meaning of social innovation and empowerment of participants is critical
- Ensure a mix of skills on teams

4.5 Developing solutions

SUCCESSES

Good preparation supports a flexible environment for problem-solving

Social Innovation Camps and Labs offer rare experiences wherein participants can focus intensely on a problem and collaborate with others who have a mix of different skills to find an appropriate solution. For this magic to happen there has to be a fine balance between careful preparation and flexible agenda.

The most successful Camps/Labs adapted to local realities. For example, in Afghanistan, mobile phone technology had a much broader reach than the internet, so it made sense to focus on mobile phones as opposed to websites. Breaking with participants' expectations of what a workshop, training, or conference "should be," was extremely powerful. Sam DeSilva of Internews suggests setting these expectations even before the event begins, at the moment of invitation. "Invert the expectations of participants listening to an expert; they are the experts.... Say: 'We are inviting you as experts to come into our space, learn about some stuff and then build something.'"

The key role of a team facilitator

Many people emphasized the importance of having a person on each team with expertise and real world experience who played the role of facilitator/mentor/advisor, and did not take the lead on any project or interfere with the process of generating ideas. Having a facilitator on each team was repeatedly cited as a practice that worked very well to:

- Keep participants on track and moving forward
- Make sure that everyone participated that wanted to
- Ensure that teams were focusing on the big picture and all of the requirements, and not getting waylaid by details
- Bring in another perspective on an issue if needed

"The guides were great — each group had two guides, they were sitting with us. They didn't tell us the answer, but the way to get the answer. They were not giving us fish but showing us how to catch fish. In our group, we were working on ways how to get data from an affected area — if there is a flood, how we can reach there. They would say: the road is blocked, the security isn't good; how will you get information? Everyone was brainstorming ideas. We were asking the guide questions. They were helping us to brainstorm, help our brains work," said Rafi Rafiq of the Ministry of Refugees, Afghanistan.

Giving participants some prompts in the form of questions was useful to make sure they considered many angles in developing their projects. This means offering simple questions such as:
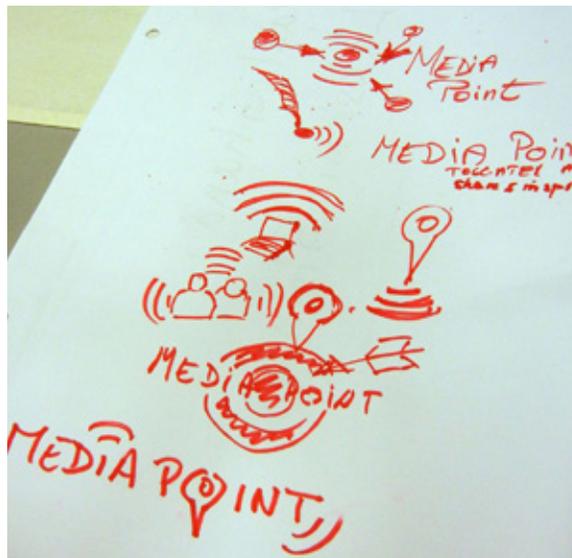
- What is the purpose?
- Who are the users/audience?
- What are the features?
- What is the flow of information?
- What are the next steps after the Lab?

Participants felt empowered

In many locations, the Camp/Lab was the first time that young participants had ever been given the opportunity to experience taking the lead in solving a significant problem. That "young people were given a chance to do something themselves, and appreciated and encouraged for the good solution they came up with," as Javid Hamdad put it, was extremely powerful. The ability to work very intensely over a short period of time and build something functional (or close to it) was a sort of proof of concept to the citizens engaging in the Camp/Lab, helping to demonstrate their own capacity and potential to themselves.

Additional sessions energized the experience

While for many Camps/Labs the whole time was spent in teams, some Camps/Labs added keynote presentations, shorter information sessions, and lessons learned from other events to educate participants about digital technologies and examples of solutions. This was very effective in breaking up long sessions with infusions of inspiration and ideas, and in getting participants to mix after being with the same group of people for long stretches of time.

CHALLENGES

Having enough of the right people

Having an adequate number of facilitators, support, and a diversity of participants was a challenge. In some of the Camps/

The basic format of the Innovation Lab seems to work very well to create the opportunity for people, sometimes for the first time, to collaborate with a new group of people on defining a problem and developing a technical solution. This format can be very empowering for participants and can promote creative solutions.

Labs, participants complained that there were not enough tech people to go around, which seriously impeded their ability to design a solution. A more common complaint was a lack of designers and marketers to help with a solution. In many countries, it was difficult to incentivize designers and marketers to donate their time if they did not already have an interest in social innovation.

It's hard to create a team out of strangers
Fostering team building is also difficult. It can be time consuming to get teams to bond and gel — even up to half of the event itself. If the time is built in, this is not necessarily

a negative, but it is important to consider in terms of initial outreach, planning, and community-building. It may be worth adding some additional time to do group ice-breaker exercises.

LESSONS

Communicate clearly; tweak the structure as needed to support empowerment
The basic format of the Innovation Camp/Lab seems to work very well to create the opportunity for people, sometimes for the first time, to collaborate with a new group of people on defining a problem and developing a technical solution. This format can be very empowering for participants and can

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SUMMARY: DEVELOP SOLUTIONS

SUCCESSES
- Camps/Labs that set a good tone and provided a balance between flexibility and support made the two days empowering and productive for participants
- The format of two flexible days to collaborate on a solution to a problem enabled interesting and creative solutions
- Camps/Labs that provided facilitators helped participants to understand the new format and work productively together

CHALLENGES
- Camps/Labs without enough tech people, designers, or marketers made creating prototype solutions hard for some of the teams
- In the context of a totally new environment and way of relating, it took time for teams to bond and figure out how to work together

LESSONS
- Focus on empowering participants to solve problems, rather than on how to use cool tools
- Designate people to act as facilitators to move the process forward and ensure inclusiveness
- Ensure access to technical expertise, whether by recruiting participants, including formal presentations throughout the two days, or other means
- Create opportunities for teams to form bonds
- Consider options for breaking up the basic SICamp format to infuse inspiration throughout the event

promote creative solutions. Messaging and communication are key to setting expectations for how the weekend will unfold. Once teams are on their way, having designated facilitators helps to move ideas forward without influencing them. Beyond the basic SICamp structure, adding other activities such as ice breakers, speed dating on technological tools, keynote speeches, etc. can infuse energy and inspiration into the event and help participants create a broader network beyond their small group.

4.6 Pitching ideas

SUCCESSES

A variety of rough ideas, represented in different formats and clearly presented
The weekend culminates in each team pitching their prototypes to the rest of the participants and a panel of judges. Prototypes were very simple and rough; ideas and designs in a variety of forms, clearly communicated, were the key ingredients to a successful pitch session.

The Ukraine team noted that different types of outputs were presented on the final day: screenshots, power point presentations, and even working digital prototypes. As long as organizers clearly communicate that any of these results are acceptable, then this diversity works well.

CHALLENGES

Lack of experience + lack of suggested structure and support = poor communication
The main challenge for the pitching sessions was ensuring speakers understand the need for focus, timing, and clear presentation. In some of the Camps/Labs, speakers were not well enough prepared for the short length of the presentation time, and not practiced at public speaking. This made understanding the solutions difficult for the other participants. Without any suggestion as to the structure of the presentation (e.g. two minutes to demonstrate the prototype; five minutes to present), presentations were at times unbalanced.

LESSONS

Create the environment and support for effective pitches
There does not seem to be any one recipe for how solutions should be successfully pitched. Important factors are: keeping the time to present brief, providing some suggestions for how to structure the pitch, allowing time to practice the pitch and get feedback, and ensuring that presenters adequately explain the problem.
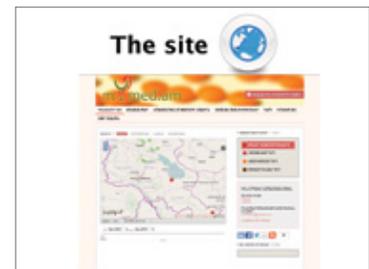
SUMMARY: PITCHING IDEAS

SUCCESSES
- Participants used Power Point, scrawls, working prototypes, and other formats to convey their solution ideas

CHALLENGES
- Some participants without experience of speaking in public had a difficult time conveying the solution in a clear and engaging way

LESSONS
- Pitches need to clearly explain the problem before demonstrating how the project presents a good solution
- Facilitators should help teams prepare the presentation, and not assume that the pitch will just work out

4.7 Choosing a Winner

SUCCESSES

Winners fairly chosen based on clear criteria

Winners were chosen by a judges' panel in some Camps/Labs and by participant vote in others. As with project selection, the method mattered less than maintaining participant trust through clear explanations about the process. When judges decided on the winners, clarity of the criteria used for judging and the ability for participants to see that judges were focusing on the quality of the work ensured participants' confidence in the process. Most of the Labs announced small cash prizes to further develop the ideas (usually between $2,000-4,000 USD), which winners appreciated. The money also helped jumpstart a further development process in some cases.

> There is a great need to create a system that is perceived as impartial and fair, along with clearly articulated criteria for judging and scoring.

Recognition for all work

In addition to development prizes, additional incentives were considered to help create an atmosphere of appreciation and belonging. Small prizes were given out for participation at some Camps/Labs (e.g. USB drives, telephone cards, t-shirts) to reward people for their work, even if they were not part of the winning team. A party at the end of the event was a good way to finish on a high note and re-emphasize the importance of the social bonds created during the weekend.

Support that goes beyond prizes

The Armenia organizers decided after the first year that it was not enough just to award prizes to the best projects. For the second year, they decided to award five grants, which would involve tracking and monitoring the development and marketing of the projects.

CHALLENGES

Creating and adhering to a fair and transparent judging and awards system

There is a great need to create a system that is perceived as impartial and fair, along with clearly articulated criteria for judging and scoring. This is something that requires significant
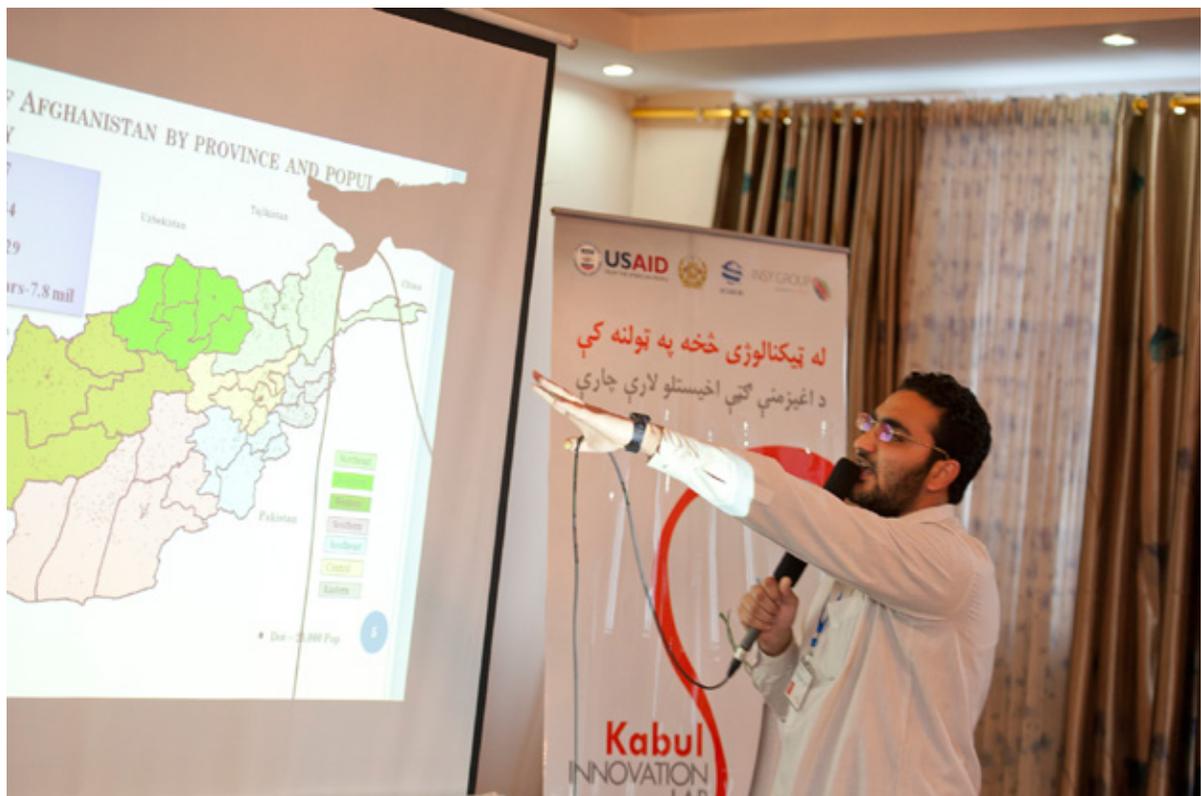
Any evidence of less-than-transparent judging or one judge influencing others puts a damper on the high-spirited mood. In Malaysia, the judges were the mentors placed in each of the groups, which raises the possibility of bias or favoritism.

forethought and care, and proved challenging in some of the Camps/Labs. Any evidence of less-than-transparent judging or one judge influencing others puts a damper on the high-spirited mood. In Malaysia, the judges were the mentors placed in each of the groups, which raises the possibility of bias or favoritism.

Lack of clarity from the outset about the criteria for judging and possible prizes was also a problem. In Afghanistan, the World Bank had agreed to fund the prize money for successful projects with a development theme, but projects with other themes were allowed to compete. Thus those in the crisis response group, for example, did not have an opportunity for funding because they did not meet World Bank criteria; "You want to do something for the people, for the community, to serve people. It made me really sad. I cannot forget, why did they allow this project if it wasn't eligible for funding?" said Rafi Rafiq.

Not all judges had sufficient regional understanding
Lastly, in some cases, judges (particularly international ones) did not have appropriate amount of knowledge to make good, acceptable decisions. In Bosnia, according to Josh Machleder, the winning prototype that the judges selected "wasn't as responsive to the problems in the region," because of this lack of knowledge.

LESSONS
Judging should be transparent; consider more than cash for winners
The criteria for prizes should be clearly articulated, and the system for judging should be unbiased. Judges must have some understanding of the concerns, opportunities, and limitations of the region. Small cash prizes are critical for the sustainability of projects, although cash is not enough. Ongoing connection to the community, mentoring, support, and help from organizers and peers in further research, networking, developing, marketing, etc. is also necessary. Tracking and monitoring the development of the projects is at least as critical as the money to the projects' ultimate impact.

SUMMARY: CHOOSING A WINNER

SUCCESSES
- Recognizing successful prototypes with small cash prizes for further development was encouraging for the winners
- Additional rewards create an atmosphere of appreciation and belonging

CHALLENGES
- Problems with judges and judging, including: lack of objectivity, lack of understanding of the region and context
- Some projects were allowed to compete that were not eligible for prizes

LESSONS
- Maintain trust by creating and adhering to a clear, impartial system for judging and awarding prizes
- Establish clear criteria for judging and limits for interactions that may encourage judges to have favorites
- The majority of the judges should be from the country/region
- Consider other (non-monetary) forms of support in developing solutions

5

AFTER THE CAMPS/LABS

Follow up to a Camp or Lab is crucial. This chapter therefore looks at Short-term outcomes and Sustainability. The two areas are not completely distinct, and refer to degree and type of impact after the Camp/Lab weekend is complete.

5.1 Short-term outcomes

For the purposes of this paper, short-term outcomes refer to anything immediately produced out of the Camp/Lab, and respondents' impressions of the general direction of progress or change within a month or so after the Camp/Lab was over.

SUCCESSES

Addressing social problems
In every instance, groups produced creative and exciting work, which was perceived to advance progress toward solving individual social problems. This preliminary impression of success also provided an initial proof of the Camp/Lab concept. The Camps/Labs also built awareness of specific tools (such as Ushahidi for mapping and FrontlineSMS for SMS communication). Most of the Camps/Labs gave small cash prizes to the winners, which in some cases supported the further development and implementation of prototypes. For example, the Deriban project to address land violations in Ukraine was developed into a fully functional website. As of this writing, the most recent post was in September 2013, over two years after the inception of the idea at the first Internews SICamp. (See http:// deriban.net/).

New ideas
The successful production of feasible prototypes also signaled that the Labs were just the tip of the iceberg in terms of what is possible, even with a short period of time and a low budget. "We were really excited about the outcomes — people worked together well, came out with great project ideas. Teams were very competitive with each other in terms of trying to create something that could go into development," said Rachel Maher from Internews in Afghanistan. The experience also gave new talent an opportunity to emerge and begin to blossom. "We discovered a new generation. There were students from a local high school participating.... It's important to know that locally, we have really brilliant talent, to discover there are some diamonds here," said Valentina Pelizzer of the NGO Oneworld who organized the Bosnia Camp.

Internews gained broader understanding of regional concerns

Organizers were inspired not just by individual people but also by the extent of participation; Sue Folger, Internews in Bosnia-Herzegovina, observed, "we had 90 people; it gives you a broader sense of what is going on in the country, and what the challenges are.... It brings home the power of grassroots and how important it is to keep working with communities." In Kazakhstan, organizers expected to see ethnic divisions impeding the collaborative ethos of the Camp, but this was not the case. "This was proof that cooperation may work on the grassroots level," said Laksiej Lavončyk.

Inspiring confidence

The Camps/Labs expanded participants' notions of what they were capable of and what was possible. They were able to build soft skills such as brainstorming, problem-solving, creativity, and collaborating with people with diverse backgrounds. In Afghanistan after the Lab, Rafi Rafiq felt newly inspired and motivated. "I learned how to be creative, bring new things into the office. I opened a social media page for the Ministry [of Refugees], I opened a Twitter account and am tweeting about displaced people. We have over 300 followers after 2 or 3 months." Similarly, Javid Hamdard argued, the Afghanistan Lab helped prove to donors that solutions to social problems can be designed and led by Afghans. Other soft skills participants identified included developing and clearly articulating ideas, communicating with new people, and finding quick, effective solutions to problems. Facilitators gained experience coordinating groups; everyone gained experience with project planning.

Transforming work practices

According to Rachel Maher, the Labs in Afghanistan "Shifted a mode of working, it wasn't just about making something." The events demonstrated to participants that they were capable of having an impact on social problems, which was revelatory to people in states emerging from authoritarian regimes. Olena Ursu explained the limitations of the "Post-soviet mentality — we do not participate in anything, we let the authorities do everything for us. If they don't do a good job then we will complain but not do anything." Labs encouraged participants to hone their ideas and try to communicate better to people with different backgrounds. The structure helped people to think through the organization and planning of a project, even if on micro terms.

Building communities

There were many examples of ties that were maintained after the event on both an individual and group level. Olena Ursu said that since the Ukraine Lab, "I personally keep in touch with several people that I met during the Lab.... we have already worked on projects together.... I partnered with one of the experts I

met to develop a university curriculum. Another was a recognized blogger who helped me to develop a project blog. You find people with different backgrounds — people of all types there — CSOs, university people, officials from the municipality, and journalists. This was not usual for me." Community connections ranged from social networks formed through Facebook, to new initiatives. For example, an independent iHub Afghanistan started through a Facebook group, holding monthly meetings to talk about issues related to digital technology and social problems. The 7iber organization in Jordan decided to restructure so that one unit became known as 7iber Labs, entailing a whole new set of activities. The vision for 7iber Labs included a physical co-working space with a café, events, and training.

Breaking boundaries and barriers

In some Camps/Labs, participation challenged known restrictions and codes of what was acceptable for collaboration across countries, ethnic groups, or gender. In Afghanistan, the participation of a large number of young women was unusual. "When women are with men, they defer to the men, and put themselves off to the side. It was great to see them on equal footing. You don't always see this," according to Karen Black of Deloitte.

Crafting contagion

The Camps and Labs also built momentum and excitement to replicate the Social Innovation Lab process. Almost every Camp or Lab seemed to spawn additional Camps and Labs, both in the same and different countries.

> Labs encouraged participants to hone their ideas and try to communicate better to people with different backgrounds. The structure helped people to think through the organization and planning of a project.

CHALLENGES

Balancing inspiration and excitement with what is possible in two days

A major challenge is to balance realistic expectations for the outputs of the weekend with stimulating participants' excitement and capacity for visionary thinking. SICamp leadership assured organizers that it was not critical to have any polished products (e.g. functional websites or apps) coming out of a weekend. For the prototypes developed, generally a weekend is not long enough to create something fully working. This limitation may be discouraging to participants, even more so when projects become dormant after the promise of the Camp/Lab. Lira Samykbaeva of Open Society Foundations Kyrgyzstan said, "Having the websites launched would be great for us. It was disappointing that nothing came out of it." While the representative from SICamp assured her that the main goal was to get people to actively respond to problems, she was still disappointed. "People were very excited about the process but no one really cared about the results of it. No one really cared about the sustainability of the ideas." Many of the organizers assumed that after tools were produced, they would be developed, promoted, and a business plan executed that sustained them. Often however, nothing happened after the third day of the Camp/Lab or if anything happened, organizers were unaware.

Do solution ideas address realities on the ground?

Another challenge is the balance between encouraging participants to generate ideas and matching those ideas to needs and realities on the ground. Samykbaeva observed that by their nature, Camps are meant to spring from participants' ideas, without conducting a needs assessment that would complicate and perhaps weigh down the process. However, this leaves open the questions of how critical or compelling the problem really is, and whether there are funding or other support structures in place that can help move the solution forward. While conducting an in-depth needs assessment is probably not suitable for the light and quick spirit of the Camps/Labs, there is perhaps a middle ground that could help identify the solutions that are most likely to survive.

An example of an idea that did not match the reality on the ground happened in the Kyrgyzstan Camp. It produced a project called "Stop School Racketeering." In Kyrgyzstan, this is a problem in schools: older boys bully young boys and extort large sums of money from them. The young boys are afraid to tell parents and teachers. The solution created a structure for anonymous reporting of extortion. When the team returned to Bishkek, Lira Samykbaeva accompanied them to a meeting with the head of the police department. Their idea was quickly dismissed by the police, who explained that their rules prohibited using anonymous inquiries to commence an investigation. A key assumption that the solution rested upon was incorrect, so the solution could go no further.

Aligning the Camp/Lab with a country's progress in ICT penetration and relevance

For some countries, low ICT penetration and uptake means there is limited ability for civil society to leverage ICTs for social change. For example, in Armenia, modest internet penetration (just below 40%, according to ITU data[8]) means limited impact for web-based solutions. Manana Aslamazyan, Internews Country Director for Armenia, explains, "They don't think of internet as for social needs; that would be a very small part of the population. If you get 20 or 100 likes, that is popular for Armenia." So expectations for short to medium term impact for Armenia will have to stay low.

LESSONS

Define goals for short-term outcomes at the planning inception

During the planning phase, organizers should decide what they hope to achieve in the short-term. This could mean narrowing the scope of issues for participants to tackle. Careful consideration should be given to the language used in setting short and long-term expectations. Differentiating between what is possible for participants to produce given a longer period of time, and what they will be capable of producing over a few days is crucial. To increase impact beyond the short term, organizers should craft a strategy for follow-up, communications, and mentoring.

8   See http://data.worldbank.org/indicator/IT.NET.USER.P2

5.2 Sustainability

Sustainability here refers to longer-term outcomes — within six months or longer after an Innovation Camp or Lab ends. It also refers to the extent to which the participants continue to build on what they learned in the Camp/Lab with some degree of independence. This can mean developing a prototype into a fully functional solution, identifying and implementing the best way to monetize an application, completely transforming an organization's method of working, and so forth.

SUCCESSES

Solutions continue to address a problem many months after the Camp/Lab ends

There are examples of projects that continued after their initial prototype in a Camp/Lab. George Hodge of UNDP said that three out of six of the projects seeded in the first year of the Armenia Camp were "still going strong" a year later.

Internews partner Salam Watandar Radio (Afghanistan) implemented a project created in the Lab, called FixIt. The idea of the project was that citizens could call a producer of the radio program to report on a social problem; for example, a lack of water in a specific location. The idea was that the producer of FixIt then contacts the local authority and passes on the information. The radio program continues to feature the problem on the air until it is solved; thus the program is a bridge between the people and local authority. The Lab provided a platform to develop the idea online, using FrontlineSms and Ushahidi. When Mujtaba Ayan returned to his colleagues at the radio after the Lab, he used the Lab-developed prototype to demonstrate that it was possible to construct an online system to support the program. Afterward, through one of the local web developers, they developed Fixit

into working software. There were challenges: While developing the platform took over twice the time they anticipated, they did finish it and were able to fully implement it. Ayan said, "iLab convinced us that these things were possible."

Small signs of a new social order at work
Another aspect of sustainability is not just the longevity of the projects created, but also the durability of the way of working that was new and different for most participants. If there really are long-term effects, Indu Nepal of Internews in Afghanistan said, "Ideally over time, this kind of thing should just happen organically. Six people should just come together and work. That happens more in places like the US than here." There are some hints that a culture of volunteerism, collaboration and grassroots empowerment did begin to take hold on a very small scale in at least some of the locations (the establishment of the iHub in Afghanistan, for example). But without tracking participants and giving them other opportunities to practice these modes of working, it is difficult to say whether or not this was broadly successful.

Increasing incubation of social innovation projects across Internews
The replication and iteration of Social Innovation Camps and Labs across Internews projects presents an opportunity for networking and learning. Manana Aslamazyan observes, "Ten years ago, there was more networking amongst former Soviet Union countries. We really met a lot, there was lots of shared experience. Now that Internews in Russia is closed, there is no central person to network everyone. Lots of projects that started in Russia were replicated in other former Soviet countries." Beyond just Internews, of course, there are many opportunities for networked learning if Camps and Labs can be linked together (although there need to be strategies for getting over the language barrier). This is an opportunity, but of course there is no assurance that things will turn out that way.

CHALLENGES
"It's easy to build something; not so easy to sustain it."
— *Mikayel Ghazaryan, Armenia*

Consistent, appropriate follow-up largely lacking
Overall, the initial round of Camps and Labs lacked follow-up according to many of the organizers themselves. Innovation Advisor Anahi Ayala Iacucci asked, "Has there been any real outcome from any of these? Did anything get produced? Did it change the way people think and approach their work?" Although there are clearly examples of successful outcomes in the short term, a lack of consistent tracking makes it hard to answer Ayala Iacucci 's question.

Support and guidance after a Camp/Lab is also important as this type of event is new to most participants. It should be clear whether or not any prototypes will get financial or developmental support after the Camp/Lab is over, and exactly what type of support that will be. Although interviewed shortly after their Camp/Lab, many of the organizers did not even know the status of the most promising prototypes. While there are some success stories, there are far more examples of projects that have not taken off. Many of the Camps/Labs lacked a post-lab goal and resulting follow-up plan.

Overall, the initial round of Camps and Labs lacked follow-up, according to many of the organizers themselves.

Lack of relationship building undercuts the Labs' potential
The potential uncovered by the Pakistan Lab was largely unrealized according to Oren Murphy, who observed that relationships were not solidified enough, projects were mostly hypothetical, there was no real ownership, and no follow-up financing. Without even seed funding, there was more immediate frustration than actual results. Planning for how to monetize or fund the initiatives when the weekend is over needs to start well in advance of the event itself. Without institutional support for long-term expenses, it may be hard for many of the ideas to fully develop and become operational. As Shahzad Ahmad of Pakistan commented: "Six months of activity cannot make miracles — you need to strengthen local organizations to continue what you want to do."

Follow-through on promises of funding
If partners that the organizers have not worked with previously are providing funding, it can be challenging to ensure that the donors deliver on their promise in a timely way. In Afghanistan, the Ministry of Communication had agreed to fund the top three solutions. For a long time after the event, it looked like this was not going to happen. Finally, there were signs that funding would be moving forward.

New structures, processes, and leaders may be needed to continue to make progress after a Camp/Lab
Multi-disciplinary and sometimes cross-border teams were an achievement during the Camps/Labs, but often extremely hard to nurture after the Camps/Labs ended. In some cases where participants came from countries other than where the Camp/Lab was hosted, it was difficult to collaborate across borders

after the event. Even when a group was still cohesive and interested in moving forward, without funding, guidance, or other support structures, many were stuck about what to do next — by design, these activities are meant to be totally new to the participants. For others on the team, even though they may have enjoyed the process, with jobs, families, and other commitments they simply don't have time.

Intellectual property rights

A problematic issue in Afghanistan was the rights to intellectual property. Both the Afghan Ministry of Communications and USAID laid claim to the copyright for the ideas produced in the Lab. It was not clear who would be legally entitled to own and implement the ideas. While stakeholders eventually worked out a solution, this was an unanticipated hurdle after the Lab was complete. While none of the other Labs considered for this report had this problem, it was a critical one for Afghanistan, and it shows the importance of an event being tailored to the country context.

Continuing to build and sustain the community

In terms of sustaining the community, there were some simple missteps. For example, in Malaysia, participants only got contacts for the group they worked with, rather than a full participant list. In Jordan, a community grew and blossomed but Internews organizers were largely unaware of how it had developed or how they might contribute to its further progress.

LESSONS

Define sustainability goals in the planning phase

The first lesson of sustainability is for organizers to define what they would like to see sustained after their event. If they are not prioritizing long-term solutions, this needs to be clearly stated and explained from the Call for Ideas phase. This is important because there is a danger that the Camp/Lab weekend will create unrealistic expectations; these need to be managed. Organizers should create a broad sustainability plan, as part of the idea development process.

Provide follow up support

Ongoing projects also need to be mentored and monitored for as long a period as possible. Even if a project does continue, the long-term team and its work processes may shift away from what happened in the Camp/Lab. It may be useful to identify champions who can move the project forward to the next phase. Who owns the ideas developed is also an issue that needs to be clarified at outset and managed throughout the process. Intellectual property can be held in Creative Commons or according to other licenses, but organizers should determine the approach during the planning phase.

SUMMARY: SUSTAINABILITY

SUCCESSES
- Some projects fully developed and took on an independent life after the Camp/Lab
- Shifts in modes of working (toward volunteerism, collaboration, and citizen empowerment) seem to be beginning to take hold in some situations
- Proliferation of Labs and Camps present new opportunities for networking and learning across Internews and other organizations

CHALLENGES
- Much potential is left unfulfilled
- Some collaborations were difficult to sustain after the event
- Without follow-up support and guidance, participants were stumped as to how to continue the process
- Camps/Labs may be slightly ahead of their time for countries with low internet penetration

LESSONS
- Support and guidance around next steps are critical for all participants, not just the winners.
- Define and articulate the sustainability that is desired
- Create a broad sustainability plan for the Camp/Lab and require individual sustainability plans from the projects
- Tracking outcomes and ripple effects after the Labs is essential
- Plan well in advance how to monetize initiatives
- Investigate potential legal and other barriers to implementing projects (e.g. intellectual property rights), and decide on an intellectual property strategy

6

SUMMARY AND CONCLUSIONS

6.1 Where are they now?

Here is a quick look at what we know about what has happened to the projects given as examples in section 3.5 of this report. Note that these were chosen at random to demonstrate a range of types of projects and geography. The overall picture here is mixed, but looking across all of the Camps/Labs, there were many more projects that had no further progress after the event was over than there were projects that continued to develop. Part of this stagnation comes from a lack of funding or funding through mechanisms that do not enable ongoing support after a grant is completed. However, there is a need both to consider ongoing follow up and mentoring, and to develop strategies to sustain collaboration and project development after the Camps/Labs are over.

AFGHANISTAN – EASY HAJJ

The funding for this project was promised as the Lab wrapped up, but significantly delayed (at least 6 months). A report (in publication process as of this writing) by Rachel Maher on the Afghanistan Labs revealed, "Delays in the program implementation lasted for over a year, and ultimately led to some cynicism and a lack of enthusiasm on the part of participants of the first Lab. The project ideas — many with great potential — still remain largely undeveloped." Nonetheless, the Ministry of Communications and Information Technology is implementing a new, funded innovation program, Dewae, which includes plans to develop the Easy Hajj project. (see: http://dewae.mcit.gov.af/en)

ARMENIA – MY TRANSPORT

As we saw, a fundamental flaw in the design of the project frustrated attempts to get it going after the Camp. If the Camp had been structured as an iterative process that leverages small failures along a path to stronger design, then this would not necessarily have been a stopping point. However, with extremely limited capacity for following up, tracking, mentoring, and encouraging iteration, the project did not realize its potential.

JORDAN – SHARAKAH

We have been unable to find any information on the progress of this project. Ramsey George from 7iber reported that to his knowledge, the project did not develop any further after the Lab ended.

PAKISTAN – RYSE: RECLAIM YOUR SPACE

According to the report on the Pakistan Lab (http://irada.org.pk/new/pdf/InternewsWP10Pakistan.web.pdf), RYSe continued to develop and a staff member was hired. The report lists four projects related to the initiative. Attempts to access the website and Facebook page in late 2013 found neither functioning. Inquiry revealed that the founder had some personal issues that prevented the project from continuing in its original form. However, Shahzad Ahmad reports that Bytes For All took up the work under a project called VAWMAP (http://www.vawmap.pk/). Internews is supporting the project and it is "going strong."

UKRAINE – DERIBAN (CREATED IN THE BOSNIA SICAMP)

The last post on the website was in September 2013. Before that date, the project seems to have been continuing, but not very robustly (there are not a lot of posts overall). Oleg Khomenok from Internews in Ukraine said that a new challenge to the project appeared when "the government of Ukraine imposed a moratorium for liberalization of land market." This, together with the political unrest in Ukraine (as of this writing) has meant that the project is at a standstill.

6.2 Innovation Camps and Labs are challenging but worthwhile

While many challenges remain, the preliminary successes of the Social Innovation Camps and Labs are promising enough to recommend continuing to hold the events, with some adaptations and changes. Most important is treating the development of the Camps/Labs in the spirit of the Camps/Labs themselves. Now that we have created and piloted a number of rough prototypes, it is time to iterate and test again, guided by collaboration, ongoing learning and open resources to adapt the Camps/Labs to suit individual circumstances. This final section of the report recaps and highlights some key recommendations to help the Camps/Labs continue to build on the lessons of the past.

RECAP OF GOALS FOR INTERNEWS' SOCIAL INNOVATION LABS AND CAMPS:

1. Introducing digital technologies to new stakeholder groups
2. Devising practical solutions for social problems
3. Building community and forming new networks
4. Shifting societal power dynamics

SUCCESSES

To a greater or lesser degree, respondents perceived that each one of the Camps/Labs made progress toward one or more of the four broad goals, summarized above.

New technologies introduced; new worlds open up

While there was scant formal measurement as to how well awareness was raised or new skills were built, participants and observers noted that the intensity of the weekend began to open up a new world for neophytes. There seems to have been success in Afghanistan and Pakistan, where inspiring participants and introducing them to new possibilities rather than focusing on technical skills or completing ICT products was a key goal. "While the actual outcomes of the Labs are important, the culture of integrating ICTs into various sectors including media: this is more important," observed Javid Hamdard of Internews in Afghanistan. "There are challenges [in Afghanistan] — electrification, security, infrastructure, connectivity, cost — everything is a challenge. We can't expect all participants in the Lab can immediately work with the technology, but we can get them thinking about it." In other places, while this goal may not have been as well articulated, it still seems that Camps/Labs were useful as a gateway into a new world, a world with parallels around the globe.

Many solutions proposed for real world problems

In terms of building prototype technical solutions to social problems, there are many examples of success in each of the Camps/Labs. For example, Pandora's Box/Tomato from Jordan was an app to publish tomato prices so that middlemen couldn't swindle the farmers they were buying from. In Malaysia, ThatApp was created - a sex education app targeted at Malaysian youth. This runs an engaging game so that kids can get their questions answered.

Community dynamics begin to shift

Participants repeatedly noticed advances toward shifting social dynamics. New values of inclusion, collaboration, volunteerism, grassroots problem solving were all on display. "We witnessed the start up of a much more integrated community that usually works in parallel," Valentina Pelizzer of Internews in Bosnia observed. Similarly, Karen Black of Deloitte noted, "what stuck out in my mind was the collaboration. This place is so fractious, everyone has an affiliation and a way to identify themselves." People began to work together in a micro way, collaborating and crowdsourcing (on a small scale) the solution to a social problem.

Observing the Armenia SICamp, Aleksey Chalabyan was amazed by a shift in the social dynamic, noting, "On the first day, it was more about discussions. Our team was very good about discussing and coming up with consensus solutions — I was amazed, because these people were coming together for the first time…. There was a good spirit and atmosphere, so people are more open-minded and good team players. Armenians aren't known as good team players. We are good at chess but

bad at football!" In other words, the Camp activities encourage and foster collaboration, pushing participants to transcend common practices.

The beginnings of grassroots empowerment

Laksiej Lavončyk of Transitions Online noticed that in several Central Asian countries, "Two to three people coming together may solve a small problem — the final idea is that we are successful if we can deliver projects on a micro level. Social change is what we are trying to do. A social innovation idea is something that should come from the people." The Camps/Labs demonstrated powerfully the idea that change can start small, and be driven by the people themselves. The immediate objective is to solve a particular, relatively small-scale problem. The larger, long-term benefit is changing the way people work, such that society is better able to take on all kinds of problems.

Javid Hamdard noted of the Afghanistan Lab, "There is a popular belief that unfortunately exists in this country among donors: that an Afghan-led process can not be as successful as a foreign-led process. This proved that idea wrong. The Lab was led and organized by Afghans — and the results were fantastic. People have to localize technology and solutions to their own needs and problems."

CHALLENGES

"You can use the format in many different ways, depending on what you want... but your purpose has to be very clear."
— *Sue Folger, Internews in Bosnia-Herzegovina.*

Failure to articulate a goal or goals

One of the clearest findings across the research is that it is not enough just to hold a Camp or a Lab; the event is most likely to be successful if it is planned with a specific goal in mind. While this may seem obvious, the distinct and exciting method of the Camp/Lab may have led some organizers to believe that the basic format was enough to incite some type of positive social change. An unclear idea of what innovation is and how it is supposed to work may also have contributed to the failure to articulate a goal.

Several responses suggest that many of the Camps/Labs, particularly in the early rounds, were not as carefully thought through or well-planned as they should have been and that in particular, they lacked any articulated goals. For some, having an Innovation Camp or Lab just seemed like a "cool" thing to do with a bit of money in a larger grant that had been loosely designated for innovation. Only after having been through the process did some organizers fully realize that to facilitate a process of open inquiry, collaboration and design, a lot of planning and organization is required.

Participants in Camps/Labs that did not have a specific goal cited the need for a clear goal as one of the primary lessons for future planning. Some of the participants realized more clearly after the Camp/Lab was over what the goal seemed to have been or could have been. Once a goal is defined, the Camp/Lab should be designed specifically to address the particular goal.

> Many of the Labs, particularly in the early rounds, were not as carefully thought through or well-planned as they should have been, and lacked any articulated goals.

Limits in the broader community's involvement

The promise of the Camps/Labs was that solutions would draw in contributions from the broader community. According to Josh Machleder, "creating bus schedules for mass transit should be an institutionally driven solution;" while some of the other apps developed in the Camps/Labs could simply have been created by a developer. Solutions that really build on the idea of social innovation require contributions from the broader community to flourish (e.g. the Deriban project's attempt to crowdsource reports on land violations). This was not a consistent theme across the Camps/Labs (and not all organizers would agree with this goal).

Lack of evaluation

A few of the Camps/Labs were measured with formal evaluations[9]. However, evaluation does not work very well unless there are goals. Thus, the nebulous articulation of goals in most Labs means that any type of measurement undertaken was necessarily limited.

LESSONS

Social Innovation Camps and Labs are worthwhile, but have limits

Internews' experience demonstrates that Social Innovation Camps and Labs are useful for a range of goals. The basic format of the Camp/Lab is extremely flexible, and additional modules or areas of focus can be easily added if organizers want to emphasize specific areas, for example:

- Introducing specific tools (e.g. can use speed dating or ignite talks)
- Inspire and empower participants (e.g. can add keynote talks by peer mentors; select the projects by prior public vote)
- Emphasize creativity (e.g. can provide a playful workspace)

All four identified goals are connected, and any one of them, several, or all can be achieved by using the format of an Innovation Camp/Lab without any radical changes in approach. It is important, however, to clearly define the goals beforehand, allocate sufficient preparation and planning time and identify some ways (even if light) to measure and track progress toward those goals.

SUMMARY: ACHIEVING GOALS

SUCCESSES
- Progress made towards all goals
- New stakeholder groups begin to understand the promise of new digital technologies and the possibility of taking an active, creative role
- Many prototypes created
- Putting inclusion, collaboration, volunteerism, grassroots problem solving into practice
- People empowered on an individual and small-group level to solve social problems

CHALLENGES
- Lack of clearly defined and articulated goals limits impact and learning

LESSONS
- Social Innovation Camps/Labs can achieve a range of interconnected goals, from the practical to the social
- Clearly defining the goals for a Camp/Lab, planning to meet the goals, and measuring to track progress toward the goals are critical to creating successful Camps/Labs
- Drawing in broader community participation in the solutions after a Camp/Lab means that organizers must ensure that all projects developed rely on ongoing contributions from that community
- More follow up is needed after the Camps/Labs to ensure that ideas are supported and developed

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9   For example see here: http://irada.org.pk/new/pdf/InternewsWP10Pakistan.web.pdf
http://innovation.internews.org/sites/default/files/research/Sarajevo%20Analyzing%20Social%20Innovation%20Camp.pdf. A report on the Afghanistan Labs is in publication process.

APPENDIX A: THE INNOVATION CAMP/ LAB ROADMAP AND CHECKLIST FOR ORGANIZERS

A few of the experts interviewed argued that to be able to run a Camp or Lab, the main requirement is to experience it first. It is apparently challenging to communicate what exactly makes the whole thing work, and the methodology is evolving quickly. "It's not something you put down on paper," according to UNDP's George Hodge, "it's something you develop as a cross functional capacity." When asked if SICamp had any guidelines to share, Glen Mehn replied, "We've found that templates on paper don't communicate the interesting/difficult parts of what makes a Social Innovation Camp work. We're going to have an open version at some point in the future, but we're building a network of global partners who can make Social Innovation Camps work well." Mehn suggested that if Internews or other organizations are interested in investing in Social Innovation Camps/Labs as a long-term strategy, the best approach would be to build a team that can run Innovation Camps/Labs as a core competency. At Internews, this could be a core function of the Internews Center for Innovation and Learning.

These guidelines are meant as suggestions; at all points, organizers should take an open approach, responsive to the circumstances. Other useful resources (guides to running Hackathons and other similar events) can be found in **Appendix C.** Following is a road-map to designing and running a Social Innovation Camp or Lab. Each step includes guiding questions and key recommendations.

A roadmap to creating a Social Innovation Camp or Lab
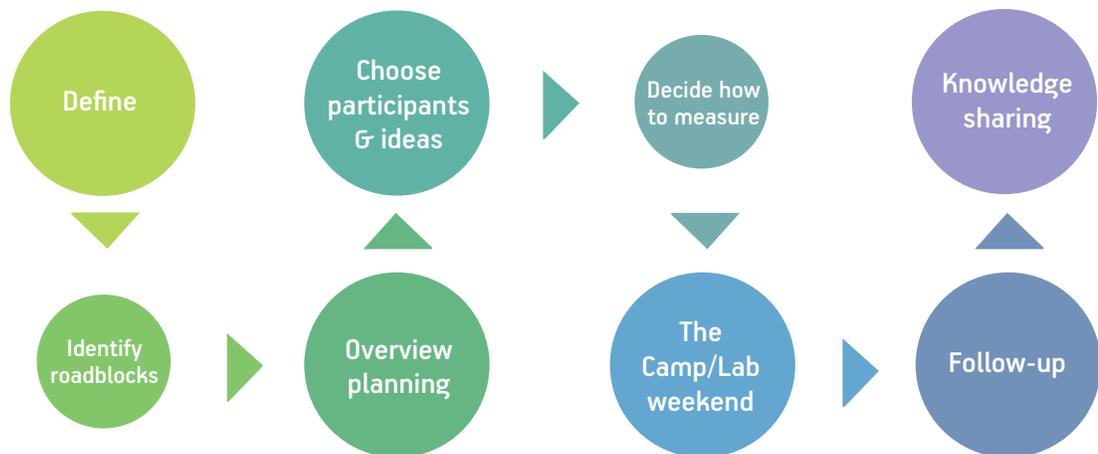
Define

GUIDING QUESTIONS:
- Why do we want to run a Social Innovation Camp/Lab?
- What is the goal or goals?
- What do we hope to gain?
- How do we anticipate that the set of activities in a Camp/Lab will help us to achieve the goals? Is there anything missing?
- Who is the core internal team who will organize the Camp/Lab?

KEY RECOMMENDATIONS:
- Make the process of planning and implementation a thoughtful one
- Begin to gather intelligence from colleagues, partners, media, and other local organizations. Put aside your biases and pre-conceived notions. Don't forget to ask the basic questions, even if you are sure you already know the answers. Try to gain new insights on:
  - Pressing social issues
  - ICT environment
  - Cultural issues around inclusion (gender, ethnicity, etc.)
- Construct both broad and specific goals (e.g. build experience with team collaboration; create a new network of civic activists focused on access to information that Internews can support)
- Begin to sketch out sub-goals and consider what types of evidence would tell you the extent to which the goals had been achieved (or not!)

Identify roadblocks

GUIDING QUESTIONS:
- What issues could present a challenge to successfully reaching each goal for the Camp/Lab? Consider:
  - Internal capacity to plan and run the Camp/Lab, including logistics / event planning
  - Partnerships for prizes and ongoing support after the Camp/Lab
  - Ability to recruit and support participants
  - Potential legal issues (e.g. constraints to starting a business; intellectual property laws)
- What challenges have other Camps/Labs faced that might offer lessons?
- How much will limitations on budget have an impact (e.g. is there a specific pot of money that needs to be spent in a designated time period?)

KEY RECOMMENDATIONS:
- Create strategies for the most serious potential roadblocks
- Consider bringing in additional outside support if necessary

Overview planning

GUIDING QUESTIONS:

- Which stakeholders should be consulted to help plan the event?
- What should be considered to ensure that the event is appropriate to the local context?
- How will you handle logistics? Consider:
  - Security
  - Adequate laptops for participants
  - Extension cords
  - Adequate internet connection (so that downloads are possible) — this needs to be handled in advance!
  - Backup files with open source software
  - Runners who can fix things and troubleshoot logistics during the event
  - Refreshments such as water, coffee, and tea in addition to meals
  - Small parting gifts such as t-shirts
- What type of location will help achieve the goals of the event? Consider:
  - Cultural appropriateness
  - Mood you would like to create
  - Natural light
  - Space for interaction but also focus / concentration
  - Supplies
  - How participants will get to the location
  - Other conferences or events going on at the same time that may distract participants
  - Locations outside of a main city to encourage focus and community strengthening
- What kind of follow-up will be necessary to ensure the goals of the Camp/Lab are met?
- Is sustainability important? If so, a lot of preparation, pre-formed teams and a plan for afterward are critical
- How will you track outcomes? Consider:
  - An outside assessment of the Camp/Lab itself
  - Designating people just for documentation throughout the Camp/Lab is useful
  - Light engagement observation and documentation afterward

KEY RECOMMENDATIONS:

- Create a workplan with a timeline
- Allocate sufficient time (minimum is the equivalent of 3-4 months of a full time job; more advance time may be necessary for recruiting and defining topics)
- Define roles and responsibilities internally, and identify gaps where external support is needed (e.g. logistics)
- Consider hiring a local organization to take care of all logistics and event planning; local organizations can also be good partners for planning the substance of the event
- If possible, include someone on the core team who has previously participated in a Lab
- Conduct consultations with stakeholder groups from the beginning of planning to inform design (e.g. government, donors)
- Consider setting up a website well in advance to share information about technology, social innovation, and quick impact stories to get people inspired and start the learning process
- Identify the mix of participants for the Camp/Lab (diversity is good) and how you will attract them
  - Decide on a number of ideas and number of participants (teams should be composed of 6-10 people each)
- Consider whether any adjustments to the overall format (e.g. more than two days; additional pre-events; mixing in other types of presentations and activities) might help reach the goals, for example:
  - Creative games
  - Storytelling camp
  - Speed dating
  - Team building games
- Planning presentations to happen at the beginning of the event or sprinkling them throughout can be very useful. Presentations can focus on:
  - Introducing specific digital tools and software
  - Giving examples of other projects that have been created with this methodology
  - Usability and thinking from a user perspective
  - Design, mapping, social media, technology, security, monetizing / business plans

Choose participants & ideas

- Identify prizes and other forms of recognition
- Design follow up interventions to help promising prototypes come to fruition. Consider:
  - Non-monetary forms of support
  - Matching projects with donors
  - Type and frequency of communications
- Prepare a set of resources to give to participants at the end of the event, including:
  - Contact information of participants
  - Online and other resources about Social Innovation, Hackathons, etc.
  - A basic guide for what they will need to do to bring their prototype to implementation (including: maintaining a team or building a new team; seeking stakeholder support; creating a monetization plan; and guidance for iteration and testing, visual design, marketing, and maintenance)
- Plan other types of follow-up to maintain community ties and strengthen learning. Consider:
  - Newsletter, listserv, or social media
  - Shorter events and workshops, including social events
  - Planning an annual Lab, and how to connect each one
- Organize communications about the Camp/Lab to the media, government, and broader community

GUIDING QUESTIONS:
- What will promote diversity and inclusion?
- Do you want to include participants from more than one country? If so, consider:
  - Travel issues, such as visas and logistics
  - How to promote unity across international or inter-ethnic lines once everyone is together
  - How to promote understanding of diverse local contexts across mixed teams
  - What implementation challenges may arise if teams are composed of members from different countries
- What are the best ways to include the right mix of skills and backgrounds? Consider:
  - How to support cross-fertilization from different fields such as media, tech, human rights, etc.
  - Lack of availability may mean bringing in more international experts, or recruiting and paying professionals (e.g. designers, marketers) for targeted participation if finding volunteers is challenging
- Do you want the Camp/Lab to have a theme? Consider:
  - Is the theme important to the participants?
  - Is the theme addressable with ICT-based solutions?
  - If there is an official theme and additional allowed themes, will all projects be treated equally when prizes are awarded?
- Are you establishing trust in the way that selections are made?
- What kind of preparatory work is necessary to prime participants? Consider:
  - What "idea holders" need to do to sufficiently define the issue in advance of the Camp/Lab (e.g. research, brainstorming)
  - Pre-forming teams may be a good idea in some circumstances
  - Ways that the Camp/Lab participants can begin to come together as a community, whether through online forums, webinars, or events
  - What types of communications (include newsletters, exercises, games, and / or events) will prepare participants for a successful weekend?

KEY RECOMMENDATIONS:

- Tactics to bring in a diverse array of participants are important. Consider:
  - A mix of internet, traditional media, and in-person presentations
  - Local organizations that can identify potential participants
  - Personal presentations in the provinces / looking beyond the usual suspects
- Recruit around the types of participants needed:
  - People from NGOs
  - Computer developers / hackers (enough to go around; may need to test their skill level)
  - International ICT experts
  - People from government
  - Designers
  - Marketers
- Identify potential challenges and strategies to overcome when working with participants from multiple countries
- If the Camp/Lab will have a theme, ensure that it is appropriate to participant concerns and is addressable within the format of a Camp/Lab
- If possible, plan up to six months for outreach to potential participants
- Decide how participants and ideas will be selected, and communicate clear criteria and a transparent system of selection for both. Solicit as many ideas as possible. For ideas, there are various options:

- Organizer selection
- Panel selection (mix of organizers and other stakeholders)
- Online voting for one or more ideas (if internet is widespread enough to be inclusive)
- Some vetting of ideas may be necessary to determine:
  - How critical the proposed problem is
  - Constraints (legal, practical, etc.) to solving a problem in a Camp/Lab format
- Consider what, if anything, will be done with ideas not selected. Some options:
  - Gather and analyze the ideas to improve understanding of local concerns
  - Invite everyone who proposed an idea to join the Camp/Lab, even if their idea was not selected
- Communications should be carefully considered to take into account:
  - Communicating the idea of the event clearly, including defining "social innovation"
  - Establishing criteria that will be consistent throughout the process
  - Providing a welcoming, exciting mood for potential participants
  - Identifying the goals of the Camp/Lab and setting expectations for participants
- Recruit judges for the Camp/Lab, who are from the region (at least most of them) and have subject matter expertise
- Recruit subject matter experts from the government and industry to consult throughout the event and provide additional context and reality checks

GUIDING QUESTIONS:

- What is the best way to set the tone of excitement and fun for the weekend?
- How can the event empower participants and bring them together as a community?
- Is everyone being included?
- Is there sufficient access to technical expertise for all teams, throughout the event?
- Are teams making good progress toward a prototype or are they waylaid by focus on detail, disagreements, or some other reason?
- Do participants need extra support in preparing to present the solutions (e.g. rehearsals, coaching)?
- Are you sending the participants off with a sense of how they can pursue other opportunities to engage in social innovation?

KEY RECOMMENDATIONS:

- Set an inspiring, fun tone from the beginning
- Clearly articulate the goals for the event
- Set clear expectations for participants about what the Camps/Labs will and will not produce
- Do not assume that all participants understand the concept of social innovation
- If teams are not pre-formed, be ready to do some engineering of teams if necessary to ensure a mix of skills and a diversity of participants
  - Communicate to participants that you may need to do this; explain why
- Designate people ahead of time to act as facilitators to move the process forward and ensure inclusiveness
- Implement assessment and documentation throughout
- Some education around tools may be useful, but it is important to emphasize the participants' capacity to solve problems, rather than overly focus on the tools
- Create opportunities for teams to form bonds
- Find ways to break up the groups at different intervals, so people can meet a wide variety of participants

- Some basic guidance may be useful; the important thing is for teams to define the problem correctly, make sure that the solution makes sense in context. A simple solution may be the right solution.
  - Avoid "a solution looking for a problem"
- Consider indicating some basic milestones to hit across the two days (without giving too much structure). For example, suggest times by which to:
  - Define the basic concept
  - Work out most details
  - Develop skeletal prototype and budget
  - Prepare presentation
- Communicate criteria for judging and prizes from the first presentation
- Limit interaction between judges and teams throughout the weekend so as not to bias the judges
- Communicate clearly what participants can expect after the event in terms of your support
- Prepare and distribute resources on what to do after the event; link these resources to the online hub you have chosen for ongoing communications
- Consider conducting a brief discussion after the judging on possible next steps

Follow-up

GUIDING QUESTIONS:
- Can anything you learned from running the Camp/Lab inform your other work? Think broadly and creatively!
- Now that you have run the Camp/Lab, do you need to make any adjustments to your follow-up plan?
- How to support areas that likely did not get time in the Camp/Lab (for example: budget, communications, identifying any other partners needed)?
- How can you best support the intangible outcomes of the Camp/Lab, such as strengthened networks; trust and mutual understanding; new modes of working; and shifts in power dynamics?

KEY RECOMMENDATIONS:
- Implement your strategy for post-Lab follow-up, including communications, engagement, and outcome tracking (including ripple effects)
  - Mentoring of participants is key
  - Link participants to other events that may be interesting, in an ongoing way
- Record outcomes and organizers' observations
- Review assessment and identify additional follow up and lessons for future events
- Bring the Camp/Lab participants together a month later for a short meeting, to share stories on challenges and successes in moving forward, where there was impact, and what more people would have liked
  - How are ideas developing?
  - What issues would they like to share and discuss?
- Conduct brainstorms with the organizing team, facilitators, and other stakeholders to identify additional follow-up, other types of events that might be useful to convene, and new ideas and issues
- Consider running a Camp/Lab every year to every two years to continue incorporating new technologies and keep the momentum going
- Long-term engagement (with local organizations especially) is very important for true social change

Knowledge sharing

GUIDING QUESTIONS:
- What opportunities are there for networking and learning across Internews and other organizations?
- How can you continue to support participants in the face of potential challenges to realizing their projects?
- How do you manage disappointment if things don't work out?
- What did you learn and who else can it be useful to?
- What will be inspiring as well as useful to know?

KEY RECOMMENDATIONS:
- Share outcomes and progress across the participant group and with other stakeholders
- Develop and share archives of tools and methodologies; consider hosting an online platform for ongoing learning and engagement
- Knowledge sharing should inspire as well as educate
- Don't assume that participants will already understand and take on the "fail forward" mantra of innovation
- Knowledge sharing should contribute to community-building

APPENDIX B: METHODOLOGY

This study was conducted between late 2012 and early 2013. It included brief desk research (the literature is sparse on Social Innovation Camps and similar events) and in-depth Skype or phone interviews with a variety of stakeholders who have participated in Social Innovation Camps or Labs. Other literature that provided background can be found in **Appendix C.**

A total of 31 people were interviewed; they discussed experiences from nine events in Afghanistan, Armenia, Bosnia, Jordan, Kazakhstan, Kyrgyzstan, Malaysia, Pakistan, and Ukraine that took place between 2011 and early 2013. Internews convened all of the Camps except Malaysia and Kyrgyzstan.

Interviews break down like this:

Country	Organization	Role
Afghanistan	Internews Internews Internews Internews Deloitte AF Ministry of Refugees	Organizer Co-organizer ICT expert Mentor in the Lab Observer Participant
Armenia	Internews Eurasia Partnership Foundation UNDP IT Consultant (international —from the region) IT Developer (local)	Chief of Party (convener) Organizer Donor (observer) Group facilitator Group facilitator
Bosnia	Internews OneWorldSee (CSO network)	Chief of Party (convener) Organizer
Jordan	Internews 7iber Labs (media organization)	Convener Organizer
Kazakhstan	Internews Transitions Online (media development NGO for former Soviet countries)	Convener Organizer
Kyrgyzstan	Soros Foundation Kyrgyztan	Donor (observer)
Malaysia	Internews	Observer
Pakistan	Internews Bytes For All (Human rights / ICT)	Regional director (convener) Organizer
Ukraine	Internews Internews UNDP	Organizer Co-organizer Donor (observer)
Global observers	Social Innovation Camp Internews Internews Internews Internews Internews	SICamp facilitator Vice President, Europe & Eurasia Deputy Director, Europe & Eurasia Innovation Advisor, Africa Innovation Advisor, Asia Innovation Advisor, Middle East & North Africa

LIMITATIONS IN THE METHODOLOGY

The report reflects a snapshot of what various Internews offices have facilitated between 2011 through early 2013. As this report developed, other Internews Camps and Labs were planned and executed that are not captured here. Nonetheless, many lessons from the early Labs should still be helpful in planning future Labs. Another limitation was the dearth of research on individual events. While a handful of brief summary reports and blogs provided overview information of the Labs assessed, research was conducted on only the 2011 Bosnia and Pakistan events. Other events neither conducted research nor collected participant evaluations. Most of this documentation and the two research reports were internal Internews documents that were not publicly distributed. A more serious limitation in the methodology: the report is based on interviews and reports not direct experiences; the author did not attend any of the Camps or Labs, although she has participated in a handful of Hackathons.

ANALYSIS

This report is a product of analyzing notes from all the interviews and correspondence. It also used literature on Social Innovation Camps, Hackathons and other similar events, as well as internal Internews evaluations and short reports on the Camps and Labs.

APPENDIX C: RESOURCES FOR RUNNING A SOCIAL INNOVATION CAMP OR LAB

A Camp/Lab should be designed such that it is sensitive to its cultural context and appropriate to the goals of the Camp/Lab. To this end, other approaches may be useful. Here is a list of select guides, best practices, and critiques.

HACKATHONS:

Zachary Bastian, "The Power of Hackathons: A Roadmap for Sustainable Open Innovation," July 2013 http://www.scribd.com/doc/157211635/The-Power-of-Hackathons

Mikal E. Belicove, "Why and how to host a hackathon," Entrepreneur.com: http://www.nbcnews.com/id/46076684/ns/business-small_business/t/why-how-host-hackathon/

Charlie DeTar, "Hackathons Don't Solve Problems," May 16, 2013, http://civic.mit.edu/blog/cfd/hackathons-dont-solve-problems

Geeks Without Borders Hackathon Best Practices: http://gwob.org/hackathon-best-practices/

The Hack Day Manifesto: http://hackdaymanifesto.com/

Hacks/Hackers, http://hackshackers.com/organizers/hackathon-tips/, Hackathon Tips

"How to Run a Hackathon," Socrata: http://www.socrata.com/open-data-field-guide/how-to-run-a-hackathon/

Evan Klonsky, "How to Set Up a Hackathon," Inc.: http://www.inc.com/guides/2010/11/how-to-set-up-a-hackathon.html

Jake Levitas, "Four Ways Summer of Smart has Reinvented Civic Hackathons," OpenSource.com, August 24, 2011, http://opensource.com/government/11/8/four-ways-summer-smart-has-reinvented-civic-hackathons

Mike Mathieu, "Three Problems with Civic Hackathons," TechPresident, June 6, 2012 http://techpresident.com/news/22298/three-problems-civic-hackathons

Kevin McArthur, Herb Lainchbury, and Donna Horn, "Open Data Hackathon How to Guide," October 2012 v 1.0: https://docs.google.com/document/d/1fBuisDTIiBAz9u2tr7sgv6GdDLOV_aHbafjqHXSkNB0/edit

Kyle McInnes, "10 Tips to Running a Successful Hackathon (BlackBerry or Other)," BlackBerryCool: http://www.blackberrycool.com/2011/08/22/10-tips-to-running-a-successful-hackathon-blackberry-or-other/

Dan Melton, "Scaling Our Movement," Code for America blog, August 17, 2011, http://codeforamerica.org/2011/08/17/scaling-our-movement/

Naureen Nayyar, "The How To Guide For Organizing a Successful Hackathon for Social Good," Dutiee: http://www.dutiee.com/guide-organizing-successful-hackathon-social-good

Miguel Paz, "How to plan a successful hackathon," IJNET: http://ijnet.org/stories/how-plan-successful-hackathon

Jake Porway, "You Can't Just Hack Your Way to Social Change," Harvard Business Review, March 7, 2013, Random Hacks of Kindness, http://www.rhok.org/ (recommended by Glen Mehn of SICamp)

Daniel Shemie, Max Hirn, Vivek Raman, Cecilia Paradi-Guilford, Elizabeth Sabet, Yehude Simon, Rosemary Rop and Edward Anderson, Water Unit, World Bank, "Water Hackathon Lessons Learned," May 2012, http://www.un.org/waterforlifedecade/pdf/2012_world_bank_water_hackathon_lessons.pdf

Erin Tao, "Hackathon Planning in Less than 10 Steps," Tech Crunch: http://techcrunch.com/2012/03/31/hackathon-planning/

Erin Tao, "Putting Plans to Work: Best Practices for Hackathon Demo Days," Tech Crunch: http://techcrunch.com/2012/05/05/putting-plans-to-work-best-practices-for-hackathon-demo-days/

http://blogs.hbr.org/cs/2013/03/you_cant_just_hack_your_way_to.html

Claire Topalian, "'Hackathon Events: Do They Really Help Anyone?" Forbes.com, April 19, 2013, http://www.forbes.com/sites/groupthink/2013/04/19/hackathon-events-do-they-really-help-anyone/

Lisa Torjman, "Labs: Designing the Future." MaRS. MaRS Discovery District, Feb. 29, 2012, http://www.marsdd.com/wp-content/uploads/2012/02/MaRSReport-Labs-designing-the-future_2012.pdf

OTHER SOCIAL INNOVATION EVENTS AND RESOURCES:

CrisisCommons, "How to run a CrisisCamp," http://wiki.crisiscommons.org/wiki/How_to_run_a_CrisisCamp

Trina Isakson, "Beyond Giving and Volunteering: How and Why Individuals Are Exploring New Ways to Advance Social Good." National Crowdfunding Association of Canada, June 2013 http://www.ncfacanada.org/wp-content/uploads/2013/06/Beyond-giving-and-volunteering-full-report.pdf

The Lean Startup approach, http://theleanstartup.com/ (recommended by Glen Mehn of SICamp)

Startup weekend, http://startupweekend.org/ (recommended by Glen Mehn of SICamp as a good point of reference)

Transparency Camp, "What is an Unconference?" (several other resource guides on this page) http://transparencycamp.org/about/tips/

Wayan Vota, "Innovation spaces: People and Community Matter More than Tech or Type," January 18, 2013: http://www.ictworks.org/2013/01/18/innovation-spaces-people-and-community-matter-more-than-tech-or-type/

APPENDIX D: SAMPLE LAB AGENDAS

Sample Agenda 1

UKRAINE - 2012

DAY 1

9:00-12:00 - Gathering on site

12:00-12:30 - Opening. Inspiring keynote by international tech expert

12:30-13:00 - Social startup cookbook by innovation advisor

13:00-13:30 - Presentation of ideas

13:30-14:00 - Groups split and start to work

14:00-15:00 - Lunch

15:00-19:00 - Group work

19:00-20:00 - Dinner

20:00-21:00 - Evening Plenary session. Inspiring guest keynote

DAY 2

9:00-10:00 - Breakfast

10:00-10:30 - Morning Plenary

10:30-14:00 - Group work

14:00-15:00 - Dinner

15:00-16:00 - Final preparations

16:00-17:30 - Pitches of prototypes

17:30-18:30 - Awards and closing plenary

18:30-19:00 - Dinner & Buffet

19:00-19:30 - Departure to Kiev

Sample Agenda 2

ARMENIA - MARDAMEJ RELOAD - 2012

PROGRAM

DAY 1, NOVEMBER 23, FRIDAY

18:00   Departure from Eurasia Partnership Foundation, Zarobyan 56
19:00   Arrival in Hotel Russia
         Dinner
20:30   General introductory meeting, idea presentations and breaking into groups at Cinema Hall
         Project presentation: Mardamej 2011 participant; "Taghinfo.am"
         "Technology navigation guidelines", expert, X-Tech Creative Studio

DAY 2, NOVEMBER 24, SATURDAY

9:00   Breakfast
10:00
10:30   General Session at Cinema Hall, "Prototyping exercise", UNDP representative
         Working in 6 groups
         Group 1 — Cinema Hall
         Group 2 — Billiards Bar
         Group 3 — Lounge Room
         Group 4 — Lounge Room
         Group 5 — Conference Hall
         Group 6 — Mafia Club
12:00   Coffee Break
12:15   Group work
14:00   Lunch Break
15:00   Group work
17:00   Coffee Break
17:15   Group work
19:00   Dinner
         Social evening

DAY 3, NOVEMBER 25, SUNDAY

9:00   Breakfast
10:00   Orientation for the last day itch workshop
10:30   *Working in 6 groups*
12:00   Coffee Break
12:15   Group Work
14:00   Lunch
15:00   Presentation of the fine-tuned project products
17:00   Closed jury session
17:30   Reception and Award ceremony
19:00   Departure to Yerevan

APPENDIX E: SAMPLE WORKPLAN

Timetable			
Activity	**Responsible Person**	**Beginning**	**End**
1. Design			
Draft Concept	Internews	February	March 20
Comments	Internews/Owpsee	March 20	March 25
Final Concept	Internews	March 25	April 1
2. Promotional Activities			
Preparation And Production Of Promotional Materials	Internews/Owpsee	March 1	April 10
Ofsite Promotion Through Ml Clinics, Visits To Grantees	Internews/Owpsee	April 15	May 30
Website And Social Networks Update	Owpsee	April 15	June 28
3. Event Preparation			
Accomodation, Travel, Broadband Connections	Internews	May	June
Geeks And Web Developers Recruitment	Owpsee	March 15	May 30
Innovative Journalists Recruitment	Internews	March 15	May 30
Cso Representatives Recruitment	Internews/Owpsee	May 1	May 30
Selection of Jury	Internews/Owpsee	April 10	May 30
Selection of Ij Lab Participants	Internews/Owpsee		June 10
4. Event			
Presentations And Facilitation Of Team Work	Internews/Owpsee	June 28	June 30
Promotion	Internews/Owpsee	June 28	June 30
5. Follow Up			
Work With Participants/Teams	Internews/Owpsee	July 1	October 4

APPENDIX F: LINKS TO DOCUMENTATION OF LABS – SOME EXAMPLES

In addition to the resources below, several blogs on Internews-led Camps and Labs can be found at www.internews.org and www.innovation.internews.org.

AFGHANISTAN
http://kabulinnovationlab.com/

https://twitter.com/#!/KabulLab

https://www.facebook.com/kabulinnovationlab

http://www.flickr.com/photos/kabulinnovationlab/

Fixit website: http://fixit.salamwatandar.com

ARMENIA
MedInfo, Armenia (addressing inadequate access to medicine and information about medicine within state-funded programs):

https://medinfo.crowdmap.com/main?l=en_US

http://mardamej.wordpress.com/ - Mardamej project blog

http://vimeo.com/38499265 - Short video

http://europeandcis.undp.org/blog/2011/11/24/a-weekend-without-a-social-innovation-camp-is-like-a-fish-without-a-bike/

https://www.facebook.com/Mardamej

JORDAN
7iber Labs on Facebook:
https://www.facebook.com/pages/7iber-Labs-%D9%85%D8%AE%D8%AA%D8%A8%D8%B1%D8%A7%D8%AA-%D8%AD%D8%A8%D8%B1/233047356771320

A platform/forum for people from neighborhoods to meet and discuss common problems in their neighborhood (7ara), search for solutions, collaboratively complain about a problem for better impact and reaction from authorities.

http://7arat.com/

APPENDIX G: SAMPLE JUDGING CRITERIA

Scoring Sheets for Jury Members

GENERAL GOALS

- Increase understanding among journalists of digital media and tools and how they can be used for interacting with audiences
- Build a strong community of journalists who are familiar with new digital tools and global trends in media reporting, and who are ready to put these skills into practice in BiH
- Promote ideas that push media professionals to engage and serve their communities through the use of digital and communication technologies and that further the mission of media to inform citizens
- Develop online ideas into tangible projects that engage citizens, who are eventually able to effect social change in their community
- HAVE FUN!

STRUCTURE

1. Goal
2. Activities
3. Target audience(s)
4. Platform design/features
5. Outreach campaign
6. Budget
7. Sustainability plan/partnerships, etc.

CRITERIA

SIMPLE: Manageable during and after I.Lab — practical in scope, useability and cost

RELEVANT: To journalists and/or civil society; responsive to needs of BiH

INNOVATIVE: Demonstrate what is new in your approach

PROJECT_____TOTAL POINTS:_____(out of 25)

	None→→→→→→→→→→→→→Clearly defined					Total
Value	1	2	3	4	5	
Project is relevant						
Project is feasible in scope						
Project is innovative						
Useability — project is simple, uses appropriate technology and is user friendly						
Project includes sustainability element(s)						

(Author's note: each prototype is scored by each judge with the above grid).

ABOUT THE INTERNEWS CENTER FOR INNOVATION & LEARNING

The Internews Center for Innovation & Learning supports, captures, and shares innovative approaches to communication through a creative program of research and development worldwide. Founded in 2011, the Center seeks to strike a balance between local expertise and needs and global learning in order to develop a comprehensive approach to understanding and catalyzing information exchange.

In Internews' 30-year history of promoting independent media in more than 75 countries around the world, the last five years have arguably seen the most changes in the global media and journalism environment. Across all Internews programs, adoption of cutting-edge technology is integral to advancing the work of the journalists, bloggers, citizen reporters, scholars and others who provide a vital interpretive role for their communities. The Internews Center for Innovation & Learning deepens and enhances our capacity to link existing expertise to research that helps define, understand and monitor the critical elements of changing information ecosystems and to pilot projects that apply and test the data, platforms and digital tools to meet information needs of specific communities. This is far from a solo endeavor. A network of partners, ranging from technologists to academics to activists is critical to creating and sustaining a dynamic and iterative collaborative space for innovation.

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Internews is an international non-profit organization whose mission is to empower local media worldwide to give people the news and information they need, the ability to connect and the means to make their voices heard.

Internews provides communities the resources to produce local news and information with integrity and independence. With global expertise and reach, Internews trains both media professionals and citizen journalists, introduces innovative media solutions, increases coverage of vital issues and helps establish policies needed for open access to information.

Internews programs create platforms for dialogue and enable informed debate, which bring about social and economic progress.

Internews' commitment to research and evaluation creates effective and sustainable programs, even in the most challenging environments.

Formed in 1982, Internews is a 501(c)(3) organization headquartered in California. Internews has worked in more than 75 countries, and currently has offices in Africa, Asia, Europe, the Middle East, Latin America and North America.

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