ideas to impact.

Innovation Prizes for Development

A practical handbook for using prizes to help solve development challenges

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Disclaimer

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Introduction

ideas to impact.

While innovation inducement prizes have a historic pedigree, particularly in the early development of aviation, they have only recently been used to solve development challenges. To find out the value that innovation prizes offer compared to more traditional ways of funding development, the action-research programme Ideas to Impact was created, funded by UK Aid from the UK Government.
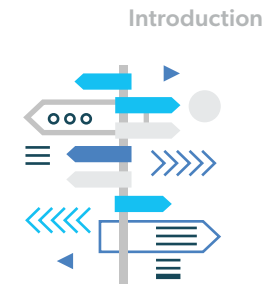
Between 2014 and 2020, a £10.9 million component of the Ideas to Impact programme designed, ran and evaluated a set of global and country-focussed innovation prizes. These targeted a range of problems, from incentivising the development of services that provide farmers with access to climate information in Kenya to spurring Ghana's local government to improve urban sanitation to benefit the poor, to stimulating the market for off-grid refrigerators in sub-Saharan Africa.

Along the way, the consortium delivering Ideas to Impact, led by UK consultancy IMC Worldwide, has gathered and documented its learning on the practice of using prizes for development. We are pleased to share this learning with you through this publication.

In 2015, Ideas to Impact published a guide by Vivid Economics 'Innovation prizes: a guide for use in a developing country context' on how to determine whether an innovation prize is the right tool for the task at hand. This handbook, drawing on learning acquired over the past six years, builds on that foundation to help readers appreciate the practical aspects of designing and running innovation prizes and how to give them their best chance for success.

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Before getting into the details of prize management, let's establish some foundational concepts

Innovation

In an international development context, as that of Ideas to Impact, innovation can be broadly understood as 'renewing, advancing or changing the way things are done' (Everett et al., 2011). Innovation does not have to be technical but it can involve, for example, a change in behaviour or practice, or the design of new business models that can successfully scale up technologies. Innovation can include the adoption of improved or new products, processes, technologies or services that are new to the world (i.e. completely 'novel'); new to a region or business ('imitative'); or that draw inspiration from a different area and are repurposed ('adaptive').

Innovation inducement prize (IIP)

Sometimes referred to as simply an 'innovation prize' or 'prize' or 'challenge prize' (the innovation foundation Nesta uses the latter), an IIP offers a reward to one or more solvers who first or most effectively solve a predefined challenge. The reward is often financial, but can also include additional support, such as technical assistance. This type of prize incentivises innovation rather than rewarding past achievement. Prizes that do this, such as the Nobel Prize, are referred to as recognition prizes. Under Ideas to Impact, we defined prizes as 'a financial incentive that induces change through competition'. Unlike recognition prizes, innovation prizes define award criteria in advance to spur innovation towards a predefined goal, leaving complete freedom to the solvers to determine how to get the solution.

Innovation prizes should not be confused with:

Results-based finance (RBF)

While prizes have been described as a type of results-based finance (RBF), they do not share all characteristics of RBF. For example, similarly to a prize, RBF incentivises achievement of desired outcomes and payment is based on results. However, the financial reward of a prize (where cash rewards are used) is not related to the cost expected to be incurred by the winner to implement a solution, while in RBF it is.

Challenge funds

Challenge funds open to civil society, or social development challenge funds, can appear to be the same as IIPs, not least when referred to as 'challenge prizes', as they allocate donor funds for specific purposes to stimulate, support and test innovation, particularly among new groups of people. However, unlike IIPs, challenge funds provide grants or subsidies upfront to the winner/s of the challenge (while IIPs award these at the end), and these are tied to implementation. They also tend to focus on innovation in technology or products rather than social innovation (or behaviour change among communities) with the aim to improve market outcomes.

How does a prize differ from other funding mechanisms?

		Funding given for	Solutions	Degree of openness to apply	Ability for teams to innovate/ pivot	Risk of paying for failure
Innovation prizes		Success and achievements based on outcomes	Diverse and novel	Low barriers to entry, active outreach	High and encouraged	Low, payment by result, but the prize might fail
Other funding mechanisms	Results-based Finance	Success and achievements based on outcomes	Typically established approaches	More restrictive, track record required	High	Low, payment by results
	Challenge Funds	Estimated costs and promise of outcomes	Diverse and novel	More restrictive, track record required	Low, approval required	Medium
	Grants	Estimated costs and promise of outcomes	Typically established approaches	More restrictive, track record required	Low, approval required	Medium, dependent on due diligence
	Impact Investing	Estimated costs, projected impact and financial return	On trajectory to impact	Highly restrictive, Evidenced proposition required	High, with agreement	High, failure anticipated
	Accelerators & incubators	Development of early stage ideas and models	Highly variable, early stage	Highly selective, focus on cohorts	High and encouraged	High, failure anticipated
	Procurement	Estimated costs and promise of outcomes	Predictable and well established	Highly limited, requalification needed	Low and discouraged	Medium, dependent on contractual terms

Source: Adapted from Challenge Prizes: A Practice Guide, NESTA, 2019.

Overview of the Ideas to Impact prizes

Adaptation at Scale (A@S) encouraged local, national and international non-governmental organisations (NGOs) and community-based organisations (CBOs) to find new ways to expand their climate adaptation projects to benefit more communities (scale out) or to scale them up, by embedding them in the policies and programmes of governments or other actors, e.g. NGOs.

Climate Information Prize (CIP) spurred Kenyan innovators to develop climate information services (CISs) that could be accessed and used by farmers and raise awareness of the importance of climate information to adapt to climate change. For the CIP, climate information included data on temperature, rainfall, wind, humidity, sunshine hours, and other factors, over both short and long periods.

The **Dreampipe Challenge** encouraged non-traditional stakeholders, such as innovators and financial experts, to develop replicable ideas to expand the finance available to utilities to reduce non-revenue water (NRW). NRW is the difference between the amount supplied by utilities and that billed to users and is caused by both physical losses, such as unrepaired pipes, and commercial losses, including unauthorised consumption. To increase sustainability, investments had to come from non-traditional sources, mainly commercial lenders.

The **Sanitation Challenge for Ghana (SC4G)**, aimed to spur local governments known as Metropolitan, Municipal and District Assemblies (MMDAs) to develop and implement innovative liquid waste management strategies to improve urban sanitation in poor areas.

The **LPG Cylinder Prize** aimed to generate ideas that could be implemented by the Government of Ghana, from a global pool of solvers, on how to maximise value of Liquid Petroleum Gas (LPG) cylinders recovered as part of a cylinder exchange policy.

The **Global LEAP Off-grid Refrigerator Competition** aimed to stimulate the market for solar-powered refrigerators in sub-Saharan Africa. Specifically, it aimed to recognise the most energy efficient and highest quality off-grid refrigerators (in lab and field settings) and catalyse further innovation in the off-grid refrigerator sector.

Global LEAP Off-grid Cold Chain Challenge (OGCCC) aimed to stimulate advances in cold chain technology markets in developing countries by identifying, rewarding and promoting the most appropriate off-grid cold storage solutions in sub-Saharan Africa.

The **Lake Kivu Challenge** aimed to drive innovation in the use of drones in Rwanda and demonstrate the potential drones offer to the African market by identifying manufacturers and operators of drones as contractors to provide delivery and mapping services around Lake Kivu.

The **African Drone Business Challenge** aimed at encouraging African entrepreneurs to develop and present business plans for using drone technology. It provided them with extensive networking and pitching opportunities as well as the opportunity to win a cash prize to support business development.
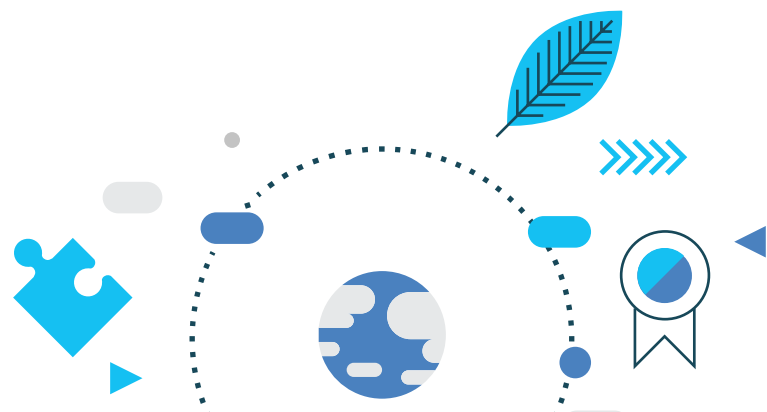
How to use this handbook

We expect that readers will come to this handbook with different levels of experience of running innovation inducement prizes or using them for development and may not need to read from start to end. To help you navigate the handbook, at the beginning of each chapter we include suggestions of decisions or preparations to make before you proceed. Each chapter also includes prompts of where to go next in the handbook and also further reading. We strongly recommend that you read Chapter 2, as producing a solid prize design document goes a long way to delivery of a successful prize.

Chapter 1 will help you understand when you should run a prize and when other funding options might be more effective to solve your problem.

Chapter 2 focuses on the prize design document, a foundational tool that helps you think through your prize strategy and management.

Chapter 3 deals with the legal aspects of the prize set up.

Chapter 4 focuses on the communication activities that you need to implement to reach your target participants (or solvers, as we call them in Ideas to Impact).

Chapter 5 looks at verification, judging and awarding the prize.

Chapter 6 looks at the essential ingredients of managing a prize for success in a development context.

Chapter 7 provides some final considerations on prizes.

Chapter 1

Should you use a prize?

So you have a development problem that a prize may help to solve? Great. But before you dive into prize design (**Chapter 2**), you should first check whether a prize is likely to induce the right changes.

This chapter asks questions to help you understand if you are ready for prize design.

Before you read this chapter

- Do you have a development problem to solve?
- Do you know what an innovation prize is?
- Do you have a budget? (Chapter 2 will cover more about budget)

Questions before prize design:

- Why a **prize** instead of a **grant**?
- **How** will a prize induce the right changes?
- How likely is a prize's success in **that** setting?
- Do you have the **resources** to run a prize?

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Why a prize instead of a grant?

With a prize, verification is the process of establishing the truth, accuracy or validity of what participants submitted to you. Not all prizes for development need results submitted by the solvers to be verified, although this may depend on the prize funder.

However, some development problems may not have a clear solution. Existing development processes may not be working. If you plan to shake things up a development area with a catalyst, an innovation… then consider a prize.

Box 1.1

Pros and cons of prizes for sponsors

You only pay prize money if someone solves your problem, but you may not know if your problem will be solved until the prize finishes, depending on prize design.

You don't pay for it all. The solvers' collective investment often exceeds the cash value of the prize many times over, but you must pay for costs of running the prize, even if it fails.

Prizes create buzz, but extra media attention can backfire.

You can bring attention to a problem and attract solvers from outside the field of endeavour.
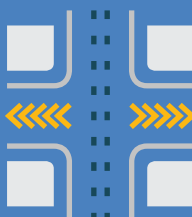
How will a prize induce the right changes?

Can you tell someone the story of how your prize will create desired change? Do not worry about a detailed Theory of Change yet (Chapter 2). Instead, focus on a simple problem statement or expected outcome. A problem statement explains how a prize will drive innovation that will address the development problem.

The way things are now → Something happens . . . → Which makes these people do this. . . → And then this happens . . → Your Innovation Prize → How you want things to be
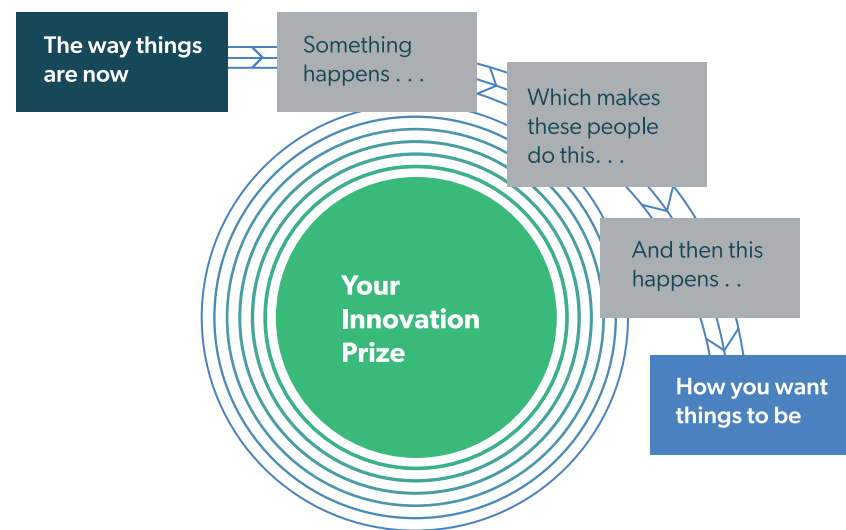
Figure 1.1

Consider potential prize participants and their relation to the development problem. Do you need to increase **awareness** of the problem? What is their **interest**? Do you need to create **desire** to tackle the challenge? What **action** do you want them to take? Ideas to Impact prize managers specified what they wanted the solver to do, such as submit ideas and a

plan on paper, or partner with an organisation and put the plan into action. Answers to these questions will help you decide the right prize stages (**Chapter 2**) and judging criteria (**Chapter 5**).

Climate Information Prize story

Here is an example of the logic behind the Climate Information Prize (CIP). It incentivised solvers to use climate information to create solutions that help vulnerable individuals, households and communities in Kenya to increase climate change resilience. It includes two stages (we will explain how multi-stage prizes work later in this handbook).

Figure 1.2

Lack of user-friendly climate information available to most poor and vulnerable in Kenya

Potential solvers aware of the problem

They come up with user-friendly and accurate solutions

They document and submit their ideas (stage 1)

Solvers implement their ideas (stage 2)

Some of the most poor and vulnerable in Kenya report making use of climate information via services that were created as a result of the prize

Climate Information Prize

Enabling environment

How likely is a prize's success in that setting?

Below are contextual factors that will influence your prize's success.

Key stakeholders: These people can make or break a prize, make the prize process more effective, will be affected by change, and among whom you need to create change. These include governments, prize beneficiaries, solver groups and implementing partners.

'Prize culture': Have prizes been run in that country before? Are people driven by competition or other financial incentives?

Country's openness to innovation: The country will need some freedom of speech and movement and a relatively free market.

Demand: Is there a market for this prize? Is there local demand for change?

Potential solvers: Is it likely that enough people will have access to resources needed to participate?

Other actors: Are you complementing, duplicating or undermining others' efforts in this area? Is there scope to build your prize into their activities?

You don't necessarily need all these factors to run a prize. If, for example, there is not already a culture of taking part in prizes in your chosen setting, you may still want to proceed and put extra effort into promotion. However, think seriously about chances of success without support from government and other key stakeholders.

Watch out for these red flags

No setting is perfect, but there are warning signs to look out for:

Feasibility: Can you operationally run a prize in a country? Do you need a Memorandum of Understanding with the government? Do you need to register with a government agency to run the prize?

Culture: How acceptable is a prize in that country? It may be seen as a form of gambling in some places.

Language: Can you enable participants to choose whether to ask questions and/or submit applications in their local/majority language or will you enable them to engage in one language only, like English?

Risks: Have you conducted a risk analysis of running a prize in that setting? Are you comfortable with the level of risk?
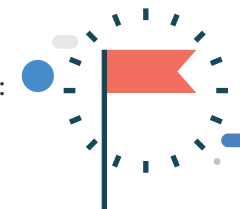
Box 1.2

What resources do solvers need?

Prizes make different demands from solvers. Are you clear what you demand from your solvers? Can they access required resources? Below are examples requirements for solvers to participate in Ideas to Impact prizes:

Sanitation Challenge for Ghana: Local governments had to find money from their current budgets for sanitation plans.

Climate Information Prize: Solvers needed access to climate data, ability to interpret it, IT know-how, understanding of potential service users, and investment of financial resources.

Adaptation at Scale: Community-based organisations had to contribute financial and human resources to scale up activities.

Have you got what you need to run a prize?

Do you have enough time to use a prize?

How soon do you need results? The total prize duration is influenced by number of prize stages (sub-prizes) and also what you demand of solvers. Ideation prizes, where solvers submit theoretical products such as concept notes, can generate ideas quickly. Implementation prizes, meanwhile may take longer, but can lead to concrete results.

Do you have enough money?

Can you offer a big enough prize purse to attract solvers? Organisations and specialists are more likely than hobbyists to weigh up costs and benefits of participat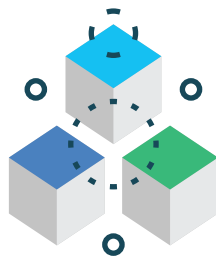ion, so financial reward needs careful balance of risk and reward. Prizes that require solvers to use technical equipment or invest large amounts of time need a much larger prize purse. This is especially relevant for multi-country prizes. Ideation prizes need fewer resources for solvers to participate, so they usually have a smaller prize purse.

Prizes don't run themselves, so as a general rule, spend £7 to £10 on management for every £100 going on prize purse (see **Chapter 2**). You will almost certainly need a prize platform to process submissions and judging (see **Chapter 3**). Consider compensating judges for their time, pay for communications (see **Chapter 4**) and verification (see **Chapter 5**).

Are you up to the challenge of running a prize?

You can't do it on your own: Are you connected to key stakeholders? Unless the prize is multi-country, you will need local representation to help run the prize.

Peaks and troughs will happen: You will need to be flexible, responsive and self-motivated.

Can you afford to fail? Innovation is a risky business. At Ideas to Impact, we anticipated at the start of the programme that only three of five prizes would succeed. Your finances and reputation must be able to handle consequences of being unable to award a prize if no participant met your success criteria.

Can you let go? You must be prepared to cancel or change the prize if success seems unlikely.

Not everyone will win: You can't reward everybody. There will be disappointment among losers.

Be fair and firm: You may face some ethical questions about the use of prizes in development from both potential participants/partners or media organisations. We recommend you engage with the questions and respond directly but also think about updating your prize wording to deal with the questions if appropriate.

Some of the perks…

- Excitement, new ideas, surprises.
- Learning about prizes, innovation, the context and the problem.
- Providing opportunities to new people.
- You may even find solutions to other problems.

If you know you want to run a prize, it's time to read Chapter 2 and learn how to create a prize design document.

Chapter 2

Creating a prize design document

Your prize has passed the initial reality check, and you know a fair bit about your environment. Your next task is to work on your prize design, and this chapter will help you to do that. We have a lot to cover, but the time you put in now will have a major influence on your success. So, let's get started, beginning with what you need to produce.

Before you read this chapter

- Have you checked that a prize will make the changes you want to see? (Chapter 1 will help you with that)
- Have you done some research into the prize setting (key stakeholders, the country, context, other players etc.)?

What is a prize design document?

The prize design document is your master prize manual. This chapter provides the specification for structuring and designing the prize and the headlines on the "what," "how," "when," "where," and "how much". The prize design document will need to go through many versions right up to after prize launch. You will need to include detailed information regarding the "why" for your prize (see **section 4 on the Theory of Change**) to refer to when making alterations. Document any changes, as this will help at the end of the prize.
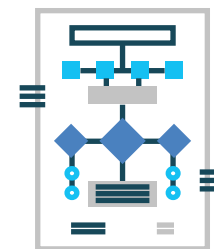
If this sounds like a lot of work, don't worry. We recommend you work with a thematic expert and a prize design specialist (with expertise on designing prizes, developing Terms & Conditions, structuring judging criteria, monitoring success of the prize, etc.). This chapter will guide you through the process of completing this document.

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Typical contents of a prize design document

Prize strategy:

 Prize objectives

 Target audience and geographical scope

 Enabling Environment and broader programmes of support

 Theory of Change

Detailed prize design and processes:

 Number, type and length of stages

 Support to solvers

 Financial and non-financial incentives

 Prize platform/application management

 Launch, judging process, verification

 Awarding and post-award activity

Prize management:

 Team structure

 Budget

 Communications

 Monitoring & Evaluation plan

 Data and risk management, due diligence, value for money and governance arrangements

 Workplan

Various annexes: Theory of Change, Terms & Conditions, Non-Disclosure Agreement, Communications Plan, Application Form, Judging Criteria, Judging Guidelines etc.

For a prize design document, see **Annex 2.4**

Prize strategy

1. What are the prize objectives?

In this opening section of the prize design document, you explain high-level changes you want the prize to induce, inspire and identify. We refer to these as the intended **Prize Effects** (see **Figure 2.1**). These intended prize effects will influence the structure of the prize, target audience and geographical scope.

Ultimately, this is about setting the scale of ambition. Do you seek one solution to solve a problem, such as a single technology that will transform a market? Or are you looking to inspire many solvers to make changes that are sustainable as a result of the prize?

Prize effects are a common language you can use to communicate why a prize is the correct tool for your needs. A prize can contribute to one or more prize effects. Prize effects are also a useful device to help measure the outcome of your prize. Our research found that while innovation prizes can bring several advantages to a funder, their comparative strength lies in their ability to attract a higher number of individuals and organisations to solve a given development problem, often at ground level, and in the diversity of these solvers.

These advantages correspond to the prize effects of open innovation and maximise participation towards sponsor's aims. Open innovation occurs when prizes incentivise solvers to work on a problem in a field that is new to them and this may include people who are directly affected by the problem, thus adding in the 'Community Action' prize effect. Prizes can also be said to maximise participation towards the sponsor's aims when the efforts of all of those who participate effectively for a period of time, not just the winners, contribute towards solving a problem.

Figure 2.1

RAISE AWARENESS Bring awareness and knowledge of an issue to people's attention.	**PROMOTE BEST PRACTICE** Identify best practice in a certain field and encourage adoption.	**FACILITATE PARTNERSHIPS AND NETWORKS** Raise visibility and bring together people working towards a common goal.
OPEN INNOVATION Enable new solvers to enter the field of endeavour.	**COMMUNITY ACTION** Incentivise communities to take action towards a problem and solution.	**POINT SOLUTION** Find a solution to a highly specified problem.
MAXIMISE PARTICIPATION TOWARDS SPONSOR'S AIMS Benefits are provided by all effective participants, not only winners.	**MARKET STIMULATION** Increase or start new economic activity for a particular good or service.	**ALTER THE POLICY ENVIRONMENT** Influence policy change in reaction to the other prize effects.

Box 2.1

What can prizes do?

While a single prize can make several things happen, we find it helps to decide early on the main or primary intended effect of the prize. Here are some examples from Ideas to Impact:
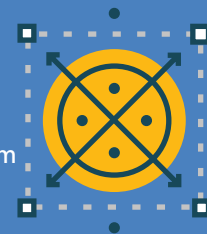
Sanitation Challenge for Ghana: Catalysing better planning, better allocation of resources and more innovative practices in urban sanitation in Ghana and other countries.
Primary intended prize effect: Altering the policy environment

Climate Information Prize: Raising awareness of the value and benefit of climate information for coping with, and adapting to, climate variability and change among key stakeholders in Kenya.
Primary intended prize effect: Raise awareness

Adaptation at Scale: Promoting effective climate adaptation practices to key stakeholders in Nepal.
Primary intended prize effect: Promote best practice

Dreampipe Challenge: Identifying and mobilising effective, feasible and scalable approaches to equitable non-revenue water reduction and control.
Primary intended prize effect: Point solution

2. Who do you want to take part, and where will the prize run?

In **Chapter 1**, you explored the 'who' and the 'where' when deciding whether to use a prize, but you probably still have research to do. If you plan a prize in a single country, we strongly encourage you to visit the country. Meet as many people as you can to fill information gaps, including those whose participation is needed for prize success. Consider workshops both within your organisation and with wider stakeholders. Engage experts to validate your assumptions and intended prize effects.

Eligibility criteria – who's in and out?

Before you launch the prize, closely consider eligibility criteria (who can participate in the prize). This can trigger tricky questions:

- If you narrow eligibility, are you prepared to work harder to attract participants?

- Is the prize solely about finding a solution, or do you also want solvers to benefit through participation?

- Do you want to maximise participation, or do you also want public engagement?

- Will it matter if a winner of a prize to solve a developing country's problem is from a high-income country?

Box 2.2

Different target solvers for different prizes

Off-Grid Cold Chain Challenge

Purpose: stimulate advances in cold chain technology markets in developing countries.

Target solvers: private sector, i.e. producers of cold storage solutions.

Geographic scope: solvers based in sub-Saharan Africa. ield-testing of cold storage units took place in five countries.

Adaptation at Scale

Purpose: increase number of people who have access to climate change adaptation support.

Target solvers: intermediaries based in Nepal, such as NGOs and CBOs, i.e. actors working between community members and the outside world.

Geographic scope: solvers and beneficiaries based in Nepal.

Sanitation Challenge for Ghana

Purpose: incentivise development and implementation of innovative liquid waste management strategies to improve urban sanitation, to benefit the poor in particular.

Target solvers: local government authorities, known as Metropolitan, Municipal and District Assemblies (MMDAs).

Geographic scope: urban areas in Ghana.

Box 2.3

Example Eligibility Criteria from the Adaptation at Scale prize

Submissions will be accepted from organisations such as Non-Government Organisations (NGO), Community Based Organisations (CBO), Civil Society Organisations (CSO), or businesses or consortia based in Nepal.

No Nepalese government organisation can lead an application, but they are encouraged to become part of a consortia led by an eligible organisation.

The lead organisation that is submitting the application must be officially registered with, or approved by, the appropriate Nepalese government agency to operate in Nepal.

Submissions must be aimed at strengthening and scaling up the capacity of individuals and households to adapt to climate change in Nepal. See prize website for definitions.

Submissions should be inclusive and gender sensitive, i.e. inclusive of the marginalised and vulnerable; men and women, boys and girls. Submissions must put particular focus on benefitting the poorest social groups.

Submissions must not contain anything that violates, or could violate, any applicable local or international laws.

All submitters must adhere to the rules and regulations set out in the Terms and Conditions.

3. Enabling environment and wider programmes of support

Whether your prize operates in a single country or globally, it is part of a wider ecosystem of other development interventions. Investigate this ecosystem during in-country scoping work. We have found that prizes are used to their best advantage if they complement other interventions working towards the same development goal, ideally within a single programme.

In practice, this could see you combining a prize that is designed to drive innovation towards a tightly focused problem (point solution) with a follow-on component that builds on success of the prize such as offering financial incentives that will drive uptake of technology or providing additional funding to winners to support further R&D.

Winners and finalists of the Global LEAP Off-Grid Refrigerator Competition, for example, were invited to take part in the 'Off-Grid Appliance Procurement Incentives' programme, a results-based finance programme that encourages off-grid appliance suppliers and solar distributors to place bulk orders of selected appliances and market them to their customers.

The enabling environment is also important to consider when designing prizes. Ideas to Impact ran two prizes that were dependent on government policy in Ghana. One, the LPG Cylinder Prize, succeeded in making awards for ideas for recycling gas cylinders as alternatives to smelting, but failed in terms of uptake of those ideas due to a change in government policy which removed the need for millions of gas cylinders to be disposed of.

The Sanitation Challenge for Ghana looked set to stall when the Government of Ghana, a prize partner, changed its funding policy. Fortunately, these changes were modified on advice from the Ideas to Impact Prize Team working with the Government of Ghana.

4. What is your prize's Theory of Change?

Your Theory of Change is your hypothesis about how your prize, in the specific location where you plan to run it and with its target participants, will deliver a given development outcome, whether on its own or as part of a programme of support. A Theory of Change focuses your prize on driving innovation that addresses development challenges, beyond simply awarding prizes.

You already have the story of your prize. It is the chain of effects that explains how you believe your prize will change things from "The way they are" to "The way you want things to be".

For this section of the prize design document, you will add detail to that story. You will also highlight any assumptions you make about how the prize connects to intended outcomes and effects. For example, the resources you expect to be available to your target prize participants to enable them to take part. We recommend working on this with others, rather than on your own. **Annex 2.1** has an example Theory of Change from the Adaptation at Scale prize.

Prizes do not often cause linear change. Changes are cumulative and occur during the prize process, as well as after awards have been made. The resulting prize Theory of Change should be revisited regularly to see if you are still on target, or whether your Theory of Change needs to be adapted as you learn more about your solvers and possible outcomes.

> **"Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context."**
>
> **Centre for Theory of Change**, www.theoryofchange.org

External factors beyond your control may also require you to take another look at the Theory of Change and prize design, as was the case for the Adaptation at Scale prize when an earthquake hit Nepal after the prize launched.

This questioning of assumptions helped Ideas to Impact Prize Teams to improve prize designs. For example, the Theory of Change for the Adaptation at Scale prize was developed iteratively, based on design documentation and discussions within the prize team. When the prize team reviewed the prize logic in the draft Theory of Change, it helped them identify ways to refocus and redesign the first stage prize before launch. The main issue highlighted was who participants should be (communities or a third-party intermediary working with the community), and who would have capacity to manage the prize process without causing additional risks to the community. In the end, the prize worked with the intermediaries. The same Prize Team also found the Theory of Change a useful communication tool about the prize logic and expected outcomes, through participatory workshops with stakeholders.

Need help producing a Theory of Change?

DIY Learn is a free online learning programme in tools for social innovation, including Theory of Change. http://www.open.edu/openlearncreate/course/view.php?id=2214
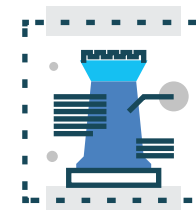
Also helpful are:

NCVO Know How https://knowhow.ncvo.org.uk/how-to/how-to-build-a-theory-of-change

The Management Centre https://www.managementcentre.co.uk/blog/theory-of-change-3/

Detailed prize design and processes

5. What type of prize is it?

Some prizes could be more accurately described as "stage-gate" prize programmes, comprising several sub/stage prizes that solvers must reach in sequence. Although Ideas to Impact started with a set of "prizes", all but one ended up as stage-gate prizes. The Climate Information Prize, for example, consisted of two main sub prizes. The first was the Wazo (ideation) prize, which focused on ideas. The second was the Tekeleza (implementation) prize, which focused on implementation of those ideas. It also included a smaller Tambua (recognition) prize that was awarded while Tekeleza prize was running to generate more engagement and motivation from participants. In some cases, we renamed prize programmes as challenges, such as the Sanitation Challenge for Ghana, to distinguish branding of the main prize programme from its component stage prizes.

If you run a stage-gate prize, decide the following:

Number of stages (prizes) suggested by your Theory of Change, as well as suggested type of prizes

Look at risks to participants, budgets and overall process to run.

Different types of prizes

Ideation: a type of innovation inducement prize that stimulate innovative ideas or concepts in response to a predefined challenge. Participants are invited to submit a concept note, business plan, etc and are awarded for their ideas, e.g. The Cylinder Prize sought ways to repurpose liquid petroleum gas cylinders. Usually, this would be Stage 1 in a scheme.

Implementation: a type of innovation inducement prize that motivates people or organisations to put ideas into actioscaling up a climate change adaption project, or implementing a sanitation plan. It usually follows an ideation stage and is run over a longer period of time to allow innovators to demonstrate 'success'.

Recognition: a smaller prize to recognise what participants have already achieved.

If people do not enter Stage 1 of the prize, can they enter subsequent stages in the stage-gate prize?

You may want to design your prize to allow Stage 2 to be open to new participants who did not enter Stage 1. In other cases, the reward for being shortlisted at Stage 1 might be to progress to Stage 2. This would prevent you from opening up Stage 2 to new entrants, but would allow participants to benefit from more detailed engagement. Entry to the second stage of Dreampipe II, for example, was limited to 10 participants of the first stage, including the winners. Other stage-gate prizes allowed new entrants to join later stages. Stage 1 of Adaptation at Scale was used to gauge interest in the prize programme, after which Stage 2 was opened to allow new participants and to expand the geographical reach not achieved in Stage 1.

Duration of each prize or stage

In the prize design document, you will need to define the timeline for the prize programme and also for each stage. It is important for each prize or initial sub-prize to decide in advance of launch how long it will run for. However, the length of subsequent stages can be decided during the first prize stage or amended after it. Always stay within constraints of the stage-gate prize structure to be fair to all participants. Questions to ask include

whether intended participants can deliver results within the timeline. If timing cannot be changed, provide Solver Support (see **Section 6**, below).

Potential gaps between stages

There are benefits to seamless transitions between stages. An award ceremony can double up as a launch event for the next stage, for instance. The total prize duration can be shorter. Pauses between stages, however, allow you to update your Theory of Change and refine your design. You may want to see, for example, whether enough of the right people already participated in Stage 1 to give you enough participants for Stage 2, even if you initially designed the Stage 2 prize to be open to new participants. If not, should you consider running a second Stage 1 prize to cast your net wider and engage with different participants?

A bit of prize etiquette

When considering changing your prize timeline, always keep in mind that your participants are self-resourcing. Respect the time and effort they put into entering your prize.

6. Will you offer any support to solvers?

By now, you will have your Eligibility Criteria, defined in **Section 2**, which defines how open your prize will be. Within your group, however, does it matter if certain people don't take part? Take another look at your Theory of Change. You should be able to tell what types of people or organisations you need to participate to result in the desired prize effect. Do any of your assumptions about solvers' abilities need a rethink? Do barriers exclude some potential solvers from participating fully?

Consider the following recommendations to enable your intended solvers to fully participate:

• Offer alternatives to online submission processes.

• Run the prize in a local language/s.

• Make a guidance document available to solvers.

• Run information and networking workshops.

• Organise capacity building activities to 'level the playing field'.

How easy will it be for your ideal participants to…

• Present their solution in a verbal or video pitch?

• 'Sell' their achievements in a report?

• Write in English or should another language be an option?

• Use an online prize platform (access to internet)?

• Identify sources of finance?

• Travel to workshops, judging panels or ceremonies?

• Meet your deadline or free up all the time you are requiring of them?

Ethical dilemma

If you run a prize for development, do you have to give the same level of support or flexibility to all solvers or are there circumstances where it is ok to use your discretion?

Box 2.4

Some prizes need to pay more attention to barriers

The **Global LEAP Off-Grid Refrigerator Challenge** focused on finding the most energy-efficient, off- and weak-grid appropriate refrigerator in each of three categories and benchmarking their performance in laboratory and field settings. As the solvers only had to nominate their appliances, with testing managed by the Prize Team, there was little need for solver support.

By contrast, **Adaptation at Scale** aimed to increase the scaling up and out of climate change adaptation in Nepal and to achieve good levels of geographical coverage and diversity (gender, size of community involved, etc.). For the prize to succeed, we needed many solvers of different kinds to get involved which meant looking closely at what solvers would need in order to participate and how to support them if there were any gaps.

The Prize Team responded to several issues:

Language: Although the Stage 1 prize was run in English, entrants could write in Nepalese which was translated for judging and the more demanding Stage 2 which was run in both languages but included more communication in Nepalese.

Internet connection: Paper communication and applications were acceptable, as well as those submitted online, but the cost of managing this part of the prize increased.

Experience: Running workshops for solvers joining at Stage 2 on basic tools like business plans.

This was to combat gaps in geographical distribution, gender diversity and organisation size among entrants, and the Prize Team put extra effort into targeting potential solvers during the prize launch.

7. Why will people want to take part?

Financial incentives: How much cash you offer should be considered carefully. More is not always better, and there's no golden rule. Assess the time and investment participants need to make compared to potential benefits. Different participants have different drivers, especially women and young people.

Your scoping activities will help you understand what incentives are appropriate and attractive. Compare your prize's incentives with other prizes and grants in that setting.

Clearly state the total amount of your **prize purse** or **fund** in your terms and conditions, as well as the expected number of prizes. Give yourself scope to change your mind e.g. 'up to US$50,000' or 'up to three winners'.

How much is enough? While the amount should be enough to incentivise major players (if that's who you are trying to attract), more is not always better. The value of the award sends a message about the expectations of the prize and could risk putting off smaller organisations and individuals.

If you run a stage-gate prize and have large cash awards at Stage 1, you may reduce the incentive for winners to continue to Stage 2.

Box 2.5

Different prize purse approaches in Ideas to Impact

Fixed number and amount of awards

Sanitation Challenge for Ghana (implementation stage): single award of £400,000 for winner of Metropolitan and Municipal Assemblies category (£225,000 and £125,000 for second and third place); £285,000 for winner of District Assemblies category (£150,000 for second place) and four special prizes of £25,000 each for qualities such as Strong Community Engagement.

Fixed number of awards, but discretion over value of each

Climate Information Prize (ideas stage): best fifteen submissions each receive a maximum individual prize of US$15,000.

Discretion over number and value of awards

Adaptation at Scale (implementation stage): Total prize purse of £500,000. No commitment to number of awards value of each award dependent on quality of entry.
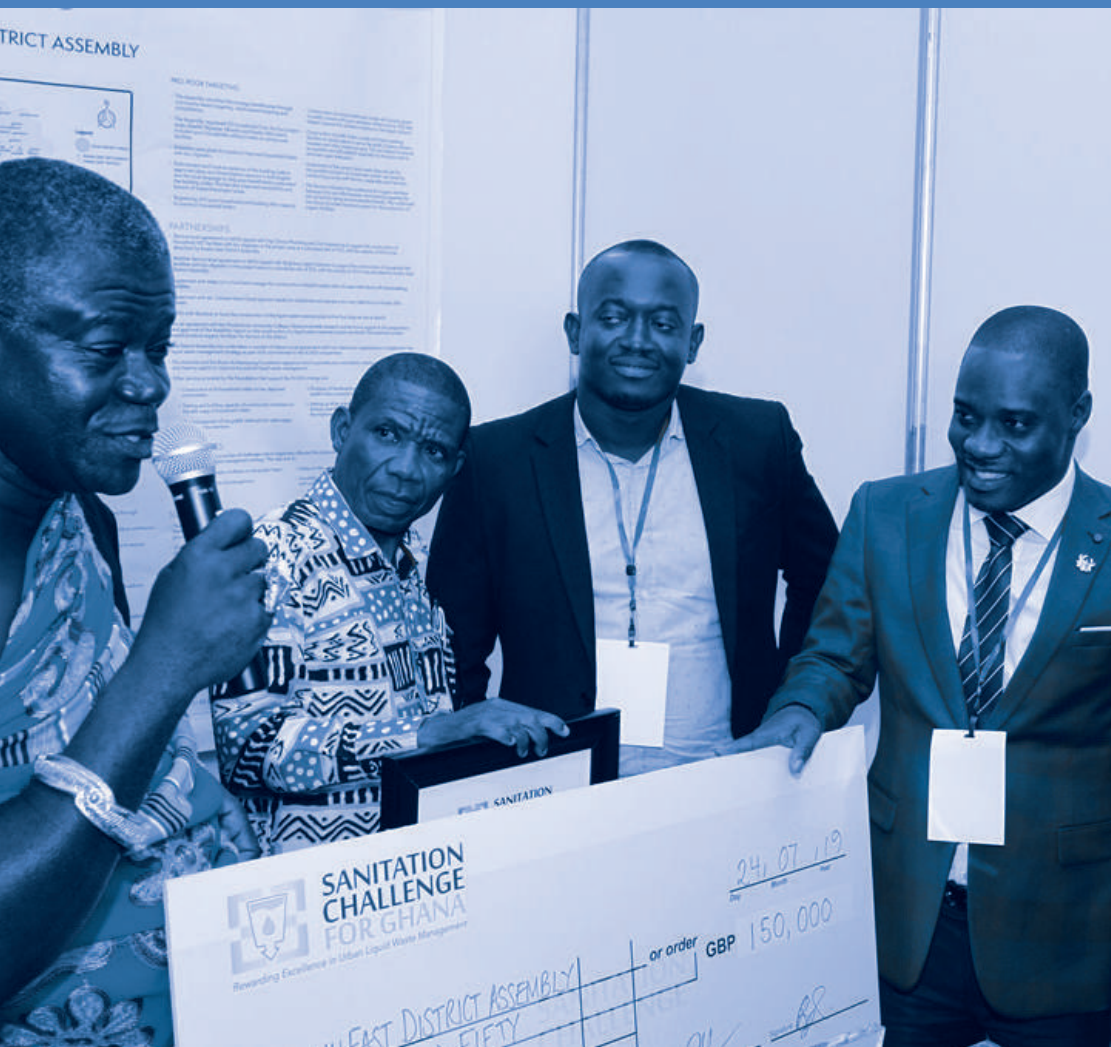
What about non-financial incentives?

Financial incentives may not be enough if the prize requires effort over a year or more, or where money will not go directly to people putting in the work, such as prizes targeted at public sector organisations. Fortunately, money is not the only motivating factor for many solvers who may be attracted to non-financial benefits, such as raising their profile. These types of benefits also tend to be enjoyed by non-winners.

During the prize process: You may run an investor forum for entrants and potential investors to meet, organise other networking opportunities, or cover costs of people attending workshops. Depending on your solver support, there may be other ways that solvers benefit from involvement. For some of our prizes, we did not provide cost to attend workshops or events and we still had excellent engagement.

Benefits after the prize is awarded: Winners and shortlisted entrants will no doubt raise their profile through your media work, while even non-winning entrants to our prizes have appreciated getting certificates in recognition of participation.

Altruism vs. money?

Our first rounds of evaluations looked at why people took part in Ideas to Impact's prizes. We were interested to hear that for some solvers, the only motivating factor was a cash award or attracting investors was a major incentive.

We found that there is often a set of factors that combine to make innovation prizes for development attractive. Prize can represent the opportunity to earn a financial reward, while enjoying the application of theoretical knowledge to a practical problem, knowing that what we are doing could help improve people's lives.

8. How will you manage applications?

In theory, you need not use prize management software, and you can alternatively just use a simple form submission. We chose **Skild** (www. skild.com) to run, monitor and audit our prizes. The benefits of Skild was integrated single sign-in, which has two parts. First, users can use their Facebook or Google accounts to log into the system without having to create a new username or password and then there is a single account for their whole submissions process, including the different stages of the prize for their submission and checking their judging feedback. Another benefit of Skild is the management and ownership of the participants' information and data staying with the Ideas to Impact team. This allowed participants to edit and work on their submission over time. The Ideas to Impact team was also able to conduct an online judging process. There was one exception: the LPG Cylinder Prize, the first of the Ideas to Impact prizes to be launched, sought alternatives from a global audience to smelting of unsafe gas cylinders. The Prize Team worked with **InnoCentive** (www.innocentive.com), which meant the prize was managed through its online platform and reached InnoCentive's extensive and diverse network of people interested in solving innovation prizes. Online platforms with varying tools are available, so choose one that works best for your prize. See **Chapter 3** for more about your prize platform.

9. Launch, judging process, verification

How and where will you launch the prize?

Now, make some basic decisions about how and where to launch your prize. These decisions depend on who you want to attract and what your prize aims to achieve.

If one effect your prize aims to achieve is raising awareness of an issue, the prize launch is a critical opportunity to get the ball rolling. If you run a multi-stage prize where you expect entrants to be those who took part in a previous stage, then your task is easier. Otherwise, can you reach potential solvers face-to-face? Will you need to rely on media or other people to get news to them? If your prize aims to draw in solvers from a specific country, consider a launch event in that country that invites national high-profile speakers to increase buzz and attract national media. On the other hand, if your prize is global and aims to tackle a niche issue, an international sector-specific conference might be more effective.

Who will judge the prize and how?

Prize judging and awards are covered in **Chapter 5**, and you may not need to pin down the finer details until after your prize has launched. For now, though, you do need to note down initial thoughts on:

Judging criteria: Think about what you ask judges to consider when evaluating entries. This must match what you want the prize to achieve and what participants are able to submit. What broad areas do you want judges to look at? These can be refined later, but should be public from the start of each prize stage, even if guidance on how judges should apply these high-level criteria may need to change based on the nature and quality of the submissions. Judging criteria must be fair and equitable to all participants.

Diversity on the panel: How many judges you have depends on the number of submissions to review. Regardless, we think development prizes need diverse perspectives. Aim for local and international judges (for country-focused prizes), a range of expertise (not just climate change, for the Climate Information Prize, for example), good gender balance, along with some judges with familiarity with development and with innovation prizes.

To pay or not to pay? You don't have to pay judges, but experience shows more commitment to prizes if judges know they will receive compensation for their time. So typically, on Ideas to Impact we have paid them. All judges should be paid the same amount, which should be an honorarium and not payment for time worked. A non-disclosure agreement (NDA) (see **Annex 2.2**) may be needed for some prizes. Within Ideas to Impact, all judges signed a simple NDA to not use anything they read in submissions that they did not previously know for a period of two years.

Innovation was a key judging criterion throughout the different prizes.

Sustainability of participants' plans or activities was used as a criterion for several prizes reflecting the need for solutions to have ongoing organisational and financial support (beyond prize winnings) after the prizes closed.

Impact was the final key judging criteria that we scored against to see if the prize had achieved something more than what would have happened without the prize.

How, and how long? Most Ideas to Impact judges were individual experts and did not represent organisations. We used two judging processes. One was online, and one was live, sometimes with different criteria. Skild, the online judging platform that we used, allowed judges to be assigned entries to evaluate. They used Skild to enter their scores and comments. In several cases, especially where there was a shortlist of worthy candidates, we used live judging before an award ceremony to enable solvers to pitch to the judging panel. This enabled lively discussions among judges as they reached their verdict. We had fewer than 10 live participants in any category so judging could be done over one or two days.

However you design the judging, provide enough time for judges to review all assigned submissions. Judges do not need to see all submissions, but each submission must be judged by the same number of judges who have equal amounts of knowledge on the subject. Assess how long each submission will take to judge on average. If judges are working in their spare time, they will likely provide a maximum of two working days over a two-week period.

For the Climate Information Prize, each judge was assigned seven to eight submissions to judge, as each submission took about two hours to review. Each submission had five judges scoring it, and we had three types of judges from Climate expert, Business/Start-up Expert and Community/Social Expert. Each judge received a detailed briefing document so they could still score on their judgement even if they were not an expert for a particular question.

Don't underestimate judging. It must be transparent, and you must be able to defend judging decisions. Judges must be prepared to put in the time required, and judging criteria must be strong and clear so judges can easily understand them.

How will you tackle verification?

Verification is about checking accuracy of results reported by solvers before an award is made. Concept notes and business plans can be judged on their own merits, but when it comes to an implementation prize, judges will look at results. **Chapter 5** has more on this, but for now, put thought (and budget) into what you will ask solvers to measure and how you can reassure yourself that reported results can be relied upon by judges. Tread carefully, as verification can be a costly process between 3% and 8% of the overall prize purse, although the resulting data can have a significant value of its own.

Unless your prize assumes that people will be starting from zero, with a newly launched service for example, as was the case of the Climate Information Prize, you will need to establish where they are starting from. This baseline can then be used to measure change at the end of the process. For the Sanitation Challenge for Ghana, we used an independent verification agent to fulfil this task, but you may be able to access existing data from other sources or programmes.

Whatever the starting point, you must verify to your satisfaction that the reported results at the end of each stage are reliable. Not only does this help you make your awards to the worthiest entrants, but it will also give you a clear and consistent picture of what your prize has achieved.

10. Awarding and post-award activity

Your judges will help you agree on prize winners and the level of financial rewards, but you also need a mechanism for letting participants know the outcome, to manage reaching agreement with winners on any intellectual property rights that apply to their solutions, and for managing the financial payments (see **Chapter 3**). A full-service prize platform can help you manage this.

The actual 'awarding' need only be private, online transactions between you and the winners. These can be followed by as much or as little publicity as you want and have budget for. However, for your prize to achieve its full intended effect, you may need to put on more of a show. Most Ideas to Impact prizes aimed to raise awareness of an issue, promote best practice or support entrants to achieve greater things, which can all be supported by a well-planned awards ceremony (see **Chapter 5**).

In your prize design document, note your intentions for awarding so that you allocate the right resources when you set your budget.

What happens next?

In your mind's eye, the elated winners have gone home, clutching their tastefully designed trophies. The Communications Team has issued its press release, and you are alone in the hotel banquet room sweeping up the confetti and streamers. Is that the end of the story for your prize? Of course not!

Chapter 6 has plenty of suggestions to keep you busy for a little while longer. In the meantime, your prize design document needs to state whether post-award activity needs to happen for your prize to achieve its goals or whether these are optional if any budget remains at the end.
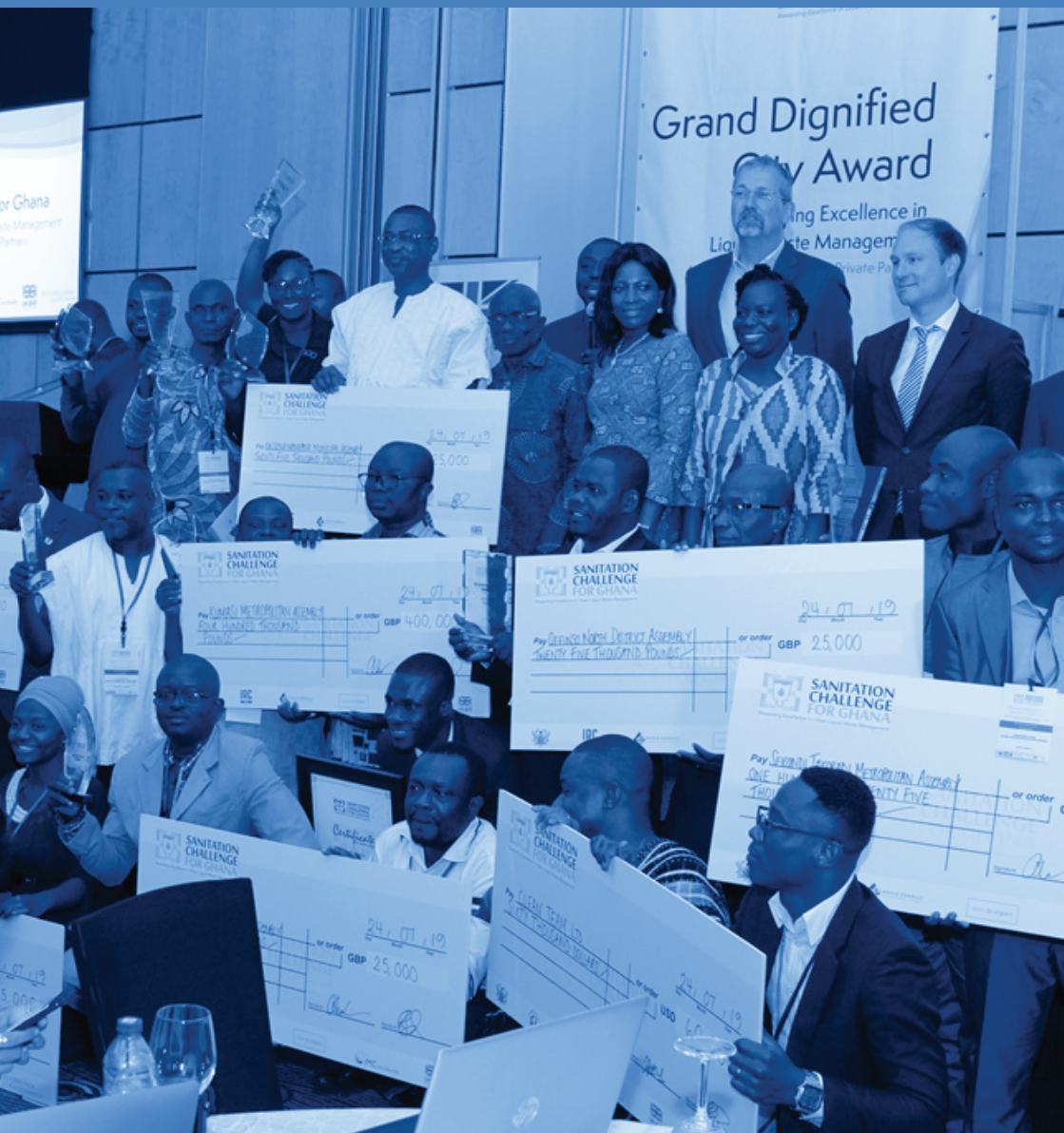
Well done. You've finished the Prize Strategy and Detailed Prize Design portions of your prize design document. Now it's time to document your plans to bring it all together through effective prize management. Some of the sections that follow may be initial placeholders where you will note down ideas, perhaps based on your earlier scoping. If you need inspiration, read Chapters 3 to 6 first for examples and advice from past Ideas to Impact prizes.

Prize management

11. Introducing the Prize Team

Prize Manager	Manages day-to-day-running of prize, including budgets and work planning. Coordinates team and has final say on disputes.
Prize Design Expert	During the prize design, you will need support with the prize structure, developing eligibility and judging criteria and managing the judging process.
Thematic Expert	Expert in the thematic field of your prize, who can review data from participants, help with judging criteria and verification.
Advisory Panel	Group of senior stakeholders in the country where the prize is run, meeting quarterly to discuss the prize and future plans and to advise on local context.
Implementing Agent	A local implementing agent is key if you run a prize in-country. They are your main point of contact for participants, and they manage the prize communication process and local promotion of the prize.

As an action-research programme, Ideas to Impact included an Evaluation and Learning Team (delivered by Itad), with a Lead Evaluator assigned to each Prize Team to guide development of the Theory of Change, provide advice on monitoring and verification plans and manage the evaluation. If your programme lacks dedicated evaluation resources, you need to build evaluation of the prize into roles of appropriate Prize Team members.

12. The prize budget

Consider five broad areas when creating a prize budget:

a.   Running the prize (the online platform, promoting to potential solvers, processing applications and questions, managing judging and verification processes, making financial awards, monitoring and evaluation).

b.   Financial incentive (the total money available to award to winners and runners-up).

c.   Creating non-financial incentives (e.g. networking, learning, the public profile of the prize).

d.   Lowering barriers to participation in the prize (e.g. translating submissions in local languages, orientation workshops).

e.   Augmenting prize's effect/s (e.g. creating added value by hosting awards ceremonies to raise awareness of an issue).

What proportion of your budget these different areas represent will be influenced by the type of prize, as shown by the model examples below.
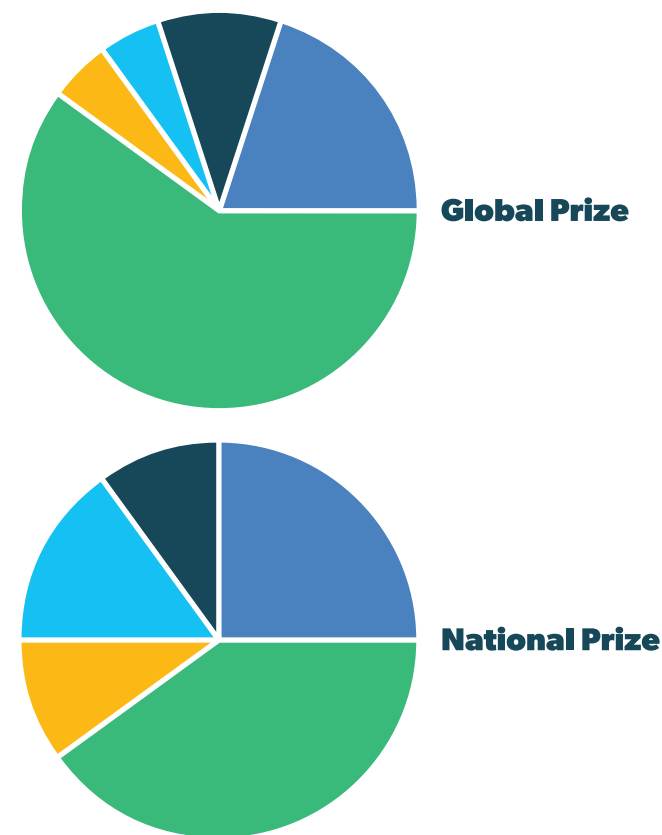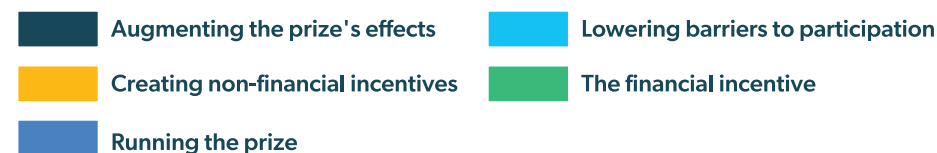

Figure 2.2

For the prizes that we ran through Ideas to Impact, we categorised the costs as follows:

Back office management	Contracts, budget tracking, work planning
Front line management	Team coordination, dealing with participants, managing team members
Technical Assistance	Work undertaken by the technical expert when supporting the prize
Implementation Agent	Cost of local organisation who will run the prize on a day to day level. Remember to include translation costs if necessary
Communication costs	Cost of advertising the prize, ongoing communication with participants, and comms required at the launch and award event. This communication work can also carry on past the end of the prize
Verification agent	For end-line and baseline, if required. Often, this role is tendered out to a local organisation to ensure complete transparency of the process
Evaluation	Either internally sourced or tendered out to an independent consultancy
Expenses – travel, per diems, award events	Costs of travel to and running launch and award events and workshops
Prize Purse	The money that will be awarded. Remember to include any bank charges if applicable

13. Communications and the prize promotion plan

Communication before, during and after the prize process can make or break a prize. If you want a wide variety of groups to hear about the prize process, then this must be communicated loudly and widely, via suitable means, whether industry or country-specific.

During Stage 1 of the Climate Information Prize in Kenya, our implementing agent put up posters in local village halls, churches and student accommodation and we believe that this helped with the diversity of entrants we received.

A Communication Plan (**Annex 2.3**) should be developed during the prize design process to identify key stakeholders and how to reach them. The plan should also include local language engagement and branding for the prize programme.

14. Monitoring and Evaluation plan

While evaluation is an investment in improving the design of subsequent stages or prizes, monitoring is about the here and now. If you put regular effort into monitoring your prize, you can:

Improve its likelihood of success. What you monitor should be linked to your Theory of Change. Are things happening the way you were anticipating? If not, this is your cue to make changes to design if you can.

Prepare yourself for judging. Your initial plans for judging will be based on estimates of how many applications you need to send to the panel. Monitoring will let you know if you need to adjust the size and composition of your panel.

Manage resources better. What is the response to your launch communications? Do you need to shift more budget to another wave of promotion, or can you ease off and save your budget for other areas? If you have more participants than expected, do you need more resources to support them?

During an implementation prize, which often runs over several months/ years, it is useful to ask participants to submit regular Progress Reports, either every three months or six months depending on the level of engagement required. This will let the prize team assess progress to achieve the prize Theory of Change. If participants are off-track, reasons for this can be studied, and either the prize design can be altered, or interventions can be put into place, for example a workshop bringing participants together.

15. Data and risk management, due diligence, value for money and governance arrangements

Data and Risk management

Running prizes is risky, as you work with the unknown in terms of who will enter and what the results will be. As with any project, a risk management strategy should be in place from the beginning, with a risk register developed by the whole team and updated as new risks appear. You may be familiar with risk assessments for other types of development activities, but there are risks that are particularly relevant to prizes for development:

- Engaging prize participants that are resource poor. With innovation prizes being something of a novelty in development still, lack of experience could see prize participants taking on a greater task than they are able to resource. This could lead to the risk or costs getting passed on to other stakeholders.

- Incentivising participants to adopt undesirable behaviours in pursuit of pre-defined criteria in order to win the competition.

- Asking too much of the individuals or organisations that you want to participate in your prize. If your prize Theory of Change relies on attracting specific types of participants, your prize can fail if too many of them decide that risks of taking part outweigh potential rewards. If you are receiving data from your solvers, ensure that your Terms & Conditions are clear on why and how you are using the data and comply with applicable legal requirements for managing personal information. For an example of Terms & Conditions, see **Annex 3.1**.

Due diligence and Value for Money

- Once winners are selected, you must ensure that you are happy with where the prize money is going. As you won't have much contact with participants during the process, you won't be able to build relationships with them that ensure your confidence. Due diligence must be undertaken on any winner to make sure the prize purse does not go to the wrong hands.

- In Ideas to Impact, as part of the final report submission, we asked participants to send us required paperwork to demonstrate they are a registered business with a bank account. Once winners were announced, they went through a more thorough due diligence check, where a member of the prize team conducted online research to check that they didn't have any negative reviews or media coverage. We also checked that they were not registered on the Foreign & Commonwealth Office Terrorist List and other watch lists. IMC Worldwide uses World Check, which automatically runs names against various terrorist watch lists.

Governance arrangements

Depending on the type of prize you run, it is important to determine governance arrangements at the start. If you need government buy-in, then including certain ministries in your Governance structure is key.

For some prizes, we had advisory panels to support the prize teams' decision making. These were made up of local experts in their fields and also different stakeholders we needed to engage.

For example, with our Climate Information Prize, our participants needed access to accurate weather data. We therefore worked with the Kenya Meteorological Department (KMD) from the beginning, including developing a Memorandum of Understanding on how the relationship would work, to ensure they supported our prize. Key KMD staff were always invited to key events, and the Acting Director of KMD delivered the keynote speech at the prize award ceremony.

With our Sanitation Challenge for Ghana, as this was a local government-led prize, the Ministry of Water was the key sponsor and led on the communication with the participants to ensure they understood the importance of the process and demonstrate government buy-in from the top. Key members of the Ministry also attended the Learning and Practice workshops we held to deliver a speech and encourage the participants to keep going.

16. Workplan

One of the main challenges of running a multi-prize, multi-country programme is coordinating the delivery of each prize, ensuring the teams have sufficient resources to complete the work. Above we have described the risk management measures we introduced, as well as how we approached due diligence and value for money. While these tools are critical for successful delivery, our management of a portfolio of prizes relied on us having a dynamic and detailed workplan that would track all the different deliverables at a prize level.

The final section of your prize design document then is the workplan. This includes key dates for the prize, from signing off the communications plan, to producing the final evaluation report. Ideas to Impact prize workplans typically include the following outputs and activities detailed in **Annex 2.5**.

As a team, we believe that an adaptive work planning approach is key to succeed in delivery of prizes in different contexts. This consists in breaking down your prize into bite-sized chunks, also known as work packages, each generating valuable learning that, if needed, can help you course correct your prize as you go along. As you plan a single stage at a time, you can adapt future stages based on the outcomes from already completed work packages. One of the key benefits of introducing an adaptive management approach is having a structured decision making process in the face of uncertainty, which was something the Ideas to Impact team was very familiar with.

As mentioned above, challenges will appear during delivery of these prizes. Unless the prize team is able to shift activities around, there is a strong risk of overloading them which can affect the quality of delivery. To manage this risk, Ideas to Impact kept the Programme Management team closely involved in delivery of prizes, which enabled prize teams to pivot and adapt their workplans in response to changes that affected their prizes.

Congratulations on producing a prize design document!

Chapters 3 to 7 help you put it in action.

Chapter 3

Legal Arrangements

In this chapter, we focus on the legal arrangements you will need to have in place before the prize launches. These include any agreements you need to make with government agencies, partners, judges and participants and how you manage confidentiality and disputes. We also cover the data security issues that prize platform selection throws up and give examples of the platforms used by Ideas to Impact.

Before you read this chapter

- Have you completed your prize design document?
- Do you know what partner organisations you will want to work with for the prize to be successful?

Box 3.1

Which governance arrangements might you need?

- Do you need an agreement with local, state or federal government agencies or departments of the countries you wish to run the prize in?

- Do you need agreements with any partner organisations to help support or market the prize?

- Do you need an Advisory Panel to support the prize teams' decision making?

Innovation Prizes for Development:
a practical handbook for using prizes to help solve development challenges

Governance Arrangements

When working with other organisations to deliver the prize, you will need to set up formal agreements that clarify who will deliver which part of the prize and what the financial expectations are of both parties. These documents can range from agreements with governments to contracts for local partners (see **Box 3.1**).
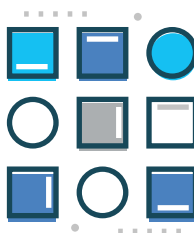
Agreements with Governments

If you wish to formalise an arrangement with a government agency or department, then a Memorandum of Understanding (MOU) or commercial agreement may be needed. An MOU is an outline agreement that states what each party to the agreement will deliver, but is not as comprehensive or legally binding as other types of contracts.

Please take care to adhere to procurement processes that the government agency must follow. If what you ask in the agreement requires the government agency to spend money, it may need to be procured publicly, which may cause delays.

For the Sanitation Challenge for Ghana prize, we established an MOU with the Government of Ghana. We wanted the government to own the prize and be a key part of the prize process. The agreement included information regarding costs that the prize would cover to allow government staff to be part of the prize and also the expected amount of resources that government would provide. An example is attached as **Annex 3.2**.

Agreement with partner organisations

For the Dreampipe prize, we established a simple MOU with the International Water Association to market the prize together and to allow Ideas to Impact to launch and award the prize at their events.

In Kenya, for the Climate Information Prize, we undertook a procurement process to secure a local implementing organisation. We then spent time with them so they could understand the prizes process and recommend any changes. The resulting agreement was issued in parts to allow for modification of the delivery of the prize due to changing circumstances with the prize.

Agreement with consultants and judges

Sharing information that participants submit to the Prize Team with external consultants and judges is vital, but needs careful management to ensure confidentiality of submissions and avoid any conflict of interest.

External consultants can and should be used when an expert review is needed. This is especially key when defining judging criteria.

In selecting your judges that are different to your external consultants (who may help oversee the judging process), you must be aware of any conflicts of interest (COI) and ensure judges' confidentiality. A COI may arise if the prospective judge was involved in writing a submission, having an interest in the company/organisation/individual submitting, being unable to independently and objectively assess the submission, or feeling they could benefit (directly or indirectly) from scoring the submission well or poorly (e.g. as a direct competitor). When it comes to confidentiality, we need to protect participants. Their ideas, innovations, commercial information and partnership arrangements may all be highly confidential. We also need to protect judges who are participating as individuals and are therefore independent rather than representing their organisation.

Advisory panel

Being able to have credibility and to engage with a wider set of stakeholders is key to making the prize work. One way we sought to achieve this is by creating a formal or informal advisory panel, made up of senior experts in the sector and local government representatives if appropriate for each prize. Each member was required to sign a non-disclosure (NDA) agreement. Panel members were recruited so the prize team could understand what was happening both internationally and locally and be able to understand any policy or community changes that could affect the prize process.

For the Adaptation at Scale prize in Nepal, we set up an advisory panel that included experts from government as well as local academics and consultants. Every three to six months, the advisory panel met in person or virtually and reviewed what happened with the prize and what would happen in future. This allowed for them to comment and recommend changes before the prize implemented the next part of the process. This input proved key to setting the judging criteria and in extending the outreach of the prize to different communities.

Prize Terms and Conditions

The prize Terms and Conditions (T&Cs) are the agreement between the prize manager and the participants of the prize. T&Cs cover everything from dispute management and intellectual property to timeline and notification process for the winners of the prize.

With Ideas to Impact, we had a standard set of T&Cs we used for all the prizes. These were as brief as possible and using clear language so everyone could understand what they were signing up to (see **Box 3.2**). As both the primary prize manager and the donor were based in the United Kingdom, we used English law for all agreements. We used part of the prize platform user registration system to allow participants to sign up and agree to the Terms and Conditions. (See **Annex 3.1** for an example of Ts & Cs)

Box 3.2

Key questions for Terms and Conditions

- On which country's legal process will the Terms and Conditions be based?
- How will the participants sign up to the Terms and Conditions?

Intellectual property

Depending on the type of prize you run, the ownership of information that participants submit to the prize needs to be clearly defined (see **Box 3.3**). With the majority of the Ideas to Impact prizes, we requested under the prize T&Cs the right to use any information submitted by the participants for the sole purposes of marketing, reporting on and evaluating the prizes. We specifically noted that the intellectual property of the participant's innovation/s resided with them.

Box 3.3

Key questions for intellectual property

- Will the donor or prize funder require the winner to place their winning solution into the public domain?
- How will you manage confidentiality with the information submitted to the prize team?

Dispute management

Participants may be unhappy if they do not win a prize after they have done all you have asked of them. Create a clear and transparent process for dealing with disputes, and make this available to participants. Ideas to Impact's process centred on explaining that independent judges would decide the winners and that the judges' decisions were final.

Prize platform

There are a number of online prize platforms that can be used for judging. These can make it easier to manage large numbers of applications and judging processes. Selecting the prize platform or process is about fulfilling your needs and those of the participants in an era of heightened concern over online data protection, data security and confidentiality (see **Box 3.4**).

Box 3.4

Key questions for platform selection

- How will the participants securely submit their information?

- Do you need more than a simple form for participants to submit on?

Confidentiality and data security

The platform you select for your prize will have implications for how you handle and keep secure the data the participants submit to you through it.

The T&Cs will cover who owns the data the participants submit to the prize team, but how data is managed is key to building trust in the prize among potential participants.

Whether using a simple online form or an advanced prize platform to enable participants to submit their information, consider how secure the form is, how information is stored and which legal requirements for managing personal information apply, such as the EU's General Data Protection Regulation (GDPR), South Korea's Personal Information Protection Act, Australia's Privacy Act and others.

Another issue to consider during online platform or system selection is ownership of participants' contact information that they share when

they register. Some platforms require that they own participant contact information, while others allow the prize manager to take ownership. This is partly about controlling who can contact participants, but also being clear who has access to personal information shared.

For the majority of the prizes run under Ideas to Impact we chose to use **Skild** (www.skild.com) as our online submission platform for several reasons:

- Most of the prizes we ran were multi-staged (stage-gate). An online platform that allowed people to progress within the system without creating multiple accounts, while being able to update their submissions before prize deadlines was key.

- Participants had a single login so they could see what they submitted and their status at any time.

- The judging process and submissions process was integrated and secure so we could audit any part of the process. This was key when participants missed submission deadlines or did not submit required information.

- With Skild, all participants' contact data and information submitted was not owned by the platform, so the prize team could contact participants at any time if needed.

- Google Analytics (analytics.google.com) was integrated into the platform. Exceptional reporting was available to track when participants signed up and when they submitted and their status within the prize at any time.

For the LPG Cylinder ideation prize, we used the **InnoCentive platform** (www.innocentive.com) because they already had an exceptionally large community of solvers to help us with the LPG Cylinder Prize. Other benefits of using InnoCentive were that they had an existing process for running ideation challenges, and they could run the process in a short timeline.

Chapter 4

## Attracting participants and creating a buzz

Communication is a key element of a successful prize and well-worth planning from the start. It helps you to attract the 'right' participants, raise awareness of an issue among your targeted audiences, and stimulate community action. This chapter explains how to develop a communication plan that helps your prize trigger the desired change.

Branding

As part of communication, build your prize brand, starting from its visual identity, including name and logo. Participants and the press will use the name you give the prize, so branding matters.

Ask yourself the following questions:

- Will the name be appropriate in different cultures?

- Should you opt for a local language name or an international prize name?

- Is the prize name already being used by another programme or brand?
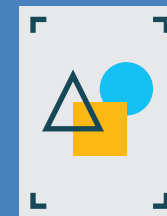
Setting communication objectives and identifying audiences

As mentioned in **Chapter 2**, communication before, during and after the prize process can make or break a prize. Allocate sufficient resources, and include a communications specialist on the prize team.
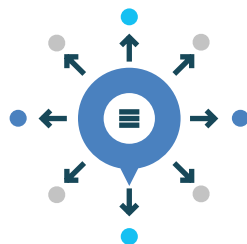
They will work with you to develop a communication plan, but to help you get your head around it, in this chapter we cover some fundamentals.

To plan your communication, first set your communication objectives, which support overall prize objectives, and then identify target audiences. When setting communication objectives, refer back to your Prize Design Document and particularly, the prize Theory of Change (**Chapter 2**) to remind yourself of the overall vision. You should be able to clearly spell out how your communications objectives contribute to the prize's success:

- By raising awareness of the issue being tackled by the prize?
- By encouraging registrations to the prize?
- By increasing understanding of the prize among registered participants to improve the quality of submissions?

When setting your communication objectives, remember that they will only be useful if they are SMART:

- **Specific:** clear, well defined and unambiguous.
- **Measurable:** with clear targets that measure your progress towards achieving the objective.
- **Achievable:** challenging but still attainable.
- **Realistic:** within reach given your resources (time, money, equipment, etc.)
- **Timebound:** with a clearly defined timeline.

Box 4.1

Examples of Ideas to Impact Communications Objectives

The Climate Information Prize (CIP) aimed to encourage local innovators to develop and implement new climate information services (CISs) disseminating actionable data on temperature, rainfall, wind, humidity, sunshine hours and other factors, that could be accessed and used by farmers. Access to this data would allow them to make informed farming decisions in response to climate change and increase their resilience.

The specific objectives included increasing awareness, visibility and understanding of the prize and promoting it among relevant target audiences. They also included sourcing the best possible CIP submissions, advocating successful implementation of best ideas among relevant stakeholders and publicising winners and beneficiaries across Kenya as good examples of useful climate information for the poor. Another objective was to raise awareness of the potential that climate information has to support farmers in Kenya.

The Off-Grid Cold Chain Challenge (OGCCC) was a global competition to identify and incentivise the most energy-efficient, sustainable and affordable technologies that could meet the diverse cold storage requirements for fresh fruits and vegetables, dairy products, meat, and fish in sub-Saharan Africa. The OGCCC aimed to stimulate off-grid cold chain refrigeration and freezing for smallholders and retailers, enabling better commercialisation of agricultural products. As such, it focused specifically on businesses that deployed or would deploy off-grid cold chain storage containers.

Stage 2, which required 10 finalists from stage 1 to put their cold storage units in operation for real-life testing in Sub-Saharan Africa, has several communications objectives. These were to educate key audiences on the OGCCC, raise awareness of off-grid cold chain technology, spur thought leadership in off-grid cold chain deployment, and facilitate and strengthen partnerships with participating stakeholders and networks.

Identifying your target audience(s) is another crucial step to achieve your objectives. You might want to target one or multiple audiences. On the CIP for example, we categorised audiences into primary, secondary and tertiary target audiences. The primary target audience referred to main stakeholders the CIP tried to influence, as well as stakeholders with most influence on the CIP. The secondary target audience included stakeholders that were less relevant but also benefited from the CIP and vice versa. The tertiary target audience had little involvement, though aspects of the CIP could have been relevant to them and vice versa.

CIP target audiences

Primary Target Audience	Secondary Target Audience	Tertiary Target Audience
Government ministries and parastatals, Ministry of the Environment, Kenya Meteorological Department, private sector, mass media outlets in Kenya, communities, the general public	National Disaster Management Authority, county governments, international and regional non-governmental organisations, United Nations and related bodies, national NGOs and CBOs, donors and development partners	East African Community, COMESA

Once you are clear on who your target audiences are, articulate your communication objectives by audience as 'desired responses', which is what you want them to know, think, and do to achieve your outcomes. You can use the blank template in **Figure 4.1**, which assumes different target audiences, to help you think this through.

Figure 4.1 Desired responses model template

	Target Audience 1	Target Audience 2	Target Audience 3
Know			
Think			
Do			

Influencing your target audiences

Understanding your target audiences is key to influencing them.

You need to research who they are (descriptive demographic data, such as age, gender or income level), but also what they know, think and feel about your prize and the issue it tackles. Your target audiences' desired responses are key, as they form the baseline against which you can monitor and evaluate the success of your communication campaign.

It is also important to understand your audiences' preferences, such as what they like and where they go for information. This data will influence how you will approach them, as well as what the most important issues are in their lives and their emotional motivations and needs.

This data, that you can obtain via surveys, focus groups and interviews, constitute the so-called 'audience insight', which will help you create the 'hook' that will catch and hold onto your audience and trigger the desired behaviour.

Use the audience insight to shape your strategy, specifically to:

- develop your unique value proposition, for example this could be a clear statement that describes the benefit of participating in your prize, how it solves your target participants' needs and what distinguishes you from similar initiatives.

- articulate core messages that you need to deliver.

- refine your tactics to connect with your audiences in effective and relevant ways, including the identification of partners/influencers and other sources of influence.

If you have identified more than one target audience and different desired responses you want to trigger for each, then you may need a different communication plan for each audience within your communication strategy.

Selecting your channels

Once you have developed your communication strategy, you must determine how you to implement it, spelling out a detailed plan of communication tactics, activities and channels, and team roles and responsibilities. If you have researched your target audiences, you will know the channels they prefer.

Stage 1 of CIP, called the Wazo Prize, aimed to stimulate innovative ideas on how to make climate information more usable by vulnerable communities. The prize focused on Kenyan innovators and to attract a diversity of entrants, our implementing agent Cardno put up posters about the prize in locations in Kenya such as local village halls, churches and student accommodation (See **Annex 2.3** for the Climate Information Prize Communication Plan). These traditional outreach channels proved useful, alongside print, broadcast, electronic, social media and mobile phone
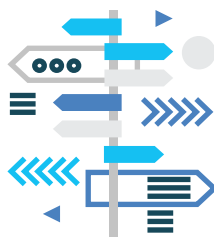

'I would like to thank the Tekeleza Prize, we believe it will be a turning point for our Climate Smart Agriculture initiative to impact more communities.'

Elizabeth Onyango, Ukulima Tech CEO and Tekeleza Prize second-place winner.

" Most importantly you are aiming to benefit a larger number of households, individuals and communities."

Dr Madhav Karki, Prize Team Leader on the major benefits of the Adaptation at Scale Prize

Want to stay on top of the Ideas to Impact updates and learning on the potential of innovation prizes and frontier technologies to tackle international development challenges?

SUBSCRIBE TO OUR NEWSLETTER NOW!

Figure 4.2 Sample social media posts

technology. For the same reason, it made sense to have an official launch ceremony in the country's capital city, Nairobi.

The so-called PESO model (**Figure 4.3**) which stands for 'paid, earned, shared, owned', illustrates available communication channels.

Paid: content that you pay an organisation or influencer to place in front of stakeholders. This includes advertising (print, digital, broadcast and social) and paid influencer marketing.

Earned: content created by an external source at no cost for you, such as mainstream and trade media placements and thought leadership pieces (e.g. op-eds, letter to the editor).

Shared: content that stakeholders create and distribute on channels you don't own, such as social media sharing (e.g. retweets, unique posts, quote tweets) and customer reviews.
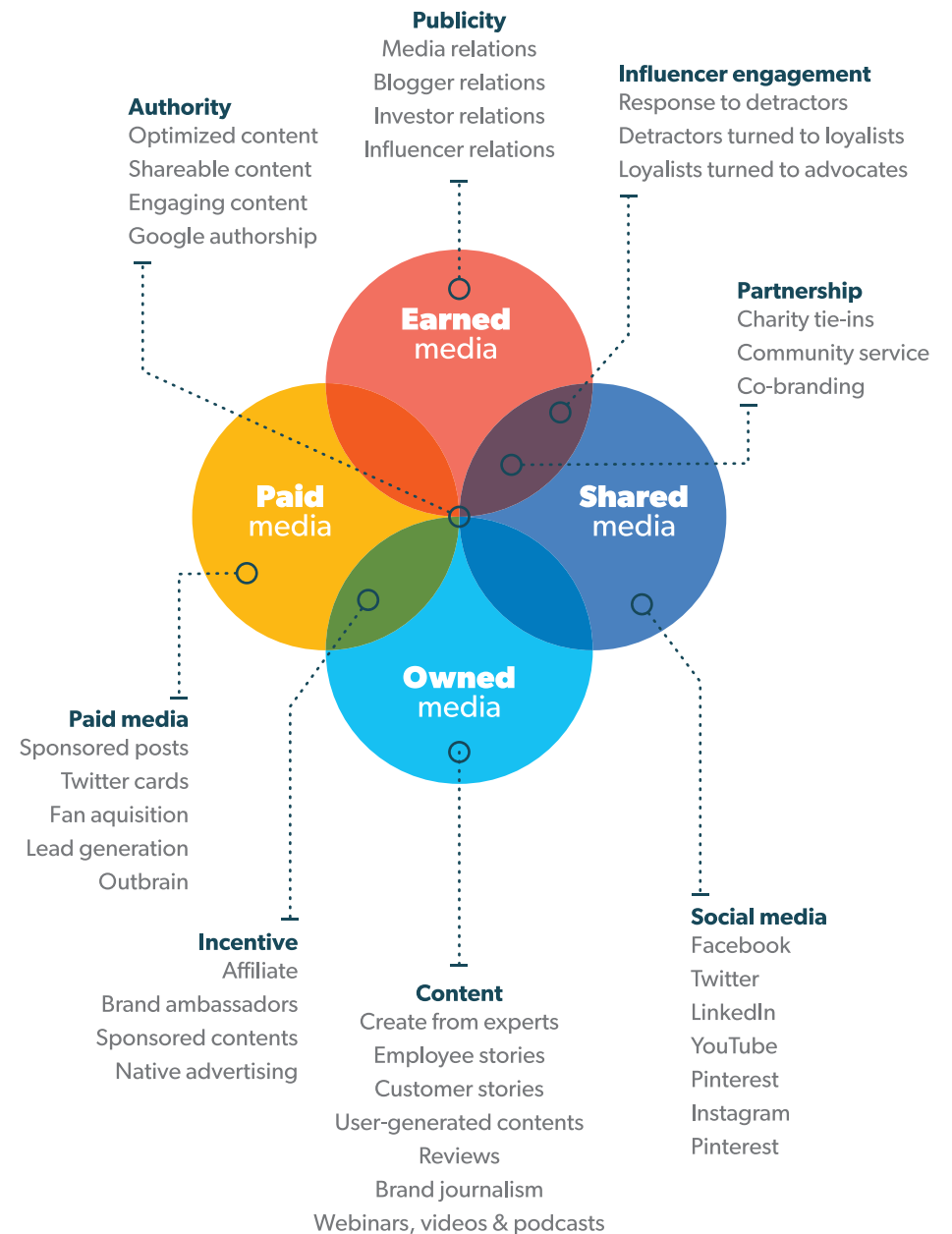
Owned: content that you create and distribute on your own channels, such as white papers, blog posts, internal communication, podcasts and videos.

You can can focus on one typology or combine them. Choose according to your specific audience's preferences, country context (are social media popular, and which channels?), and your available budget.

If budget is limited, instead of spreading it thin, consider investing in a limited number of channels after investigating trade-offs presented by each and resources needed. For example, social media allows you to reach more of your target audience at a lower cost than traditional media and allows you to track reach and engagement easily. However, it still takes time to build a social media presence and to manage it effectively.

These factors will also influence your decision of how to launch your prize.

Figure 4.3 The PESO model. Gini Dietrich, Spin Sucks: Communication and Reputation Management in the Digital Age.

Publicity
Media relations
Blogger relations
Investor relations
Influencer relations

Authority
Optimized content
Shareable content
Engaging content
Google authorship

Influencer engagement
Response to detractors
Detractors turned to loyalists
Loyalists turned to advocates

Partnership
Charity tie-ins
Community service
Co-branding

Earned media

Paid media

Shared media

Owned media

Paid media
Sponsored posts
Twitter cards
Fan aquisition
Lead generation
Outbrain

Incentive
Affiliate
Brand ambassadors
Sponsored contents
Native advertising

Content
Create from experts
Employee stories
Customer stories
User-generated contents
Reviews
Brand journalism
Webinars, videos & podcasts

Social media
Facebook
Twitter
LinkedIn
YouTube
Pinterest
Instagram
Pinterest

Some examples from our prizes include:

At a thematic conference: Dreampipe II launched at the International Water Association Water Ideas 2016 Conference in Bologna, where it reached experts in the niche sector of non-revenue water.

On a relevant date: The Sanitation Challenge for Ghana launched on World Toilet Day. By working with thinktank IRC, which was already active in the water, sanitation and hygiene sector, the prize team was able to attract significant attention for the launch in national and international media.

In a specific country: The Climate Information Prize was launched in Nairobi, which no doubt contributed to the coverage it received in Kenyan media, a key means of reaching the prize's target audience as solvers needed to be from Kenya.

Similarly, at the end of the prize, you might want to announce the winners online or through a live awards ceremony. Ask yourself: what would the purpose of the award ceremony be? In the case of a multi-stage prize for example, where stage 2 is reserved to the winners of stage 1, an award ceremony could be a non-financial incentive that provides them an opportunity to showcase their work, network and raise their profile. As such, it might help you to keep winners engaged and motivated for the second stage. If you hold an award ceremony, we recommend inviting not only winners but also unsuccessful participants, as they could still find the event a reward, as well as prize supporters, partners and other key stakeholders.

Measuring and evaluating success

To evaluate if your communication is achieving the desired objective and change course if needed, monitoring is essential. Don't delay data collection, as you will want to know sooner rather than later if more effort are needed to attract potential participants to your prize platform, for example (learn more in **Chapter 6**).
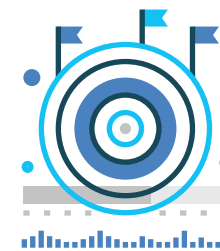
For online communication, use tools such as Google Analytics to track traffic if you have a website dedicated to the prize. Major social media, such as LinkedIn and Twitter, also allow you to track analytics. If your target audience are potential solvers, your best indicator remains the conversion rate of visits to your channels into registrations and, ultimately, applications submitted.

At the end of your communication campaign, measure success at three levels:

- **Output:** audience reach – what the audience saw – metrics could include reach through social media channels, number of unique web visitors on the prize website, number of attendees at events, workshops, media coverage etc.

- **Outtake:** audience engagement – how they got involved. Number of shares, retweets, likes and clicks on social media, number of downloads of prize documents, number of people who registered, etc.

- **Outcome:** data-proven changes in attitudes, perceptions, understanding linked to desired responses. This is what changed in your audience(s), which you will have identified and captured in the desired responses model template. This may be the number of people that submitted an application.

Box 4.2

Case study - The Climate Information Prize launch ceremony

The CIP was deeply rooted in Kenya, focused on national key audiences and aimed to raise awareness of the importance of climate information among them. As the prize 'ownership' by the Kenyan people and government was seen as instrumental to its success, a physical launch event in 2015 seemed appropriate.

While the launch ceremony mainly aimed to reach intermediaries who would then leverage their own networks to raise awareness of the prize and encourage submissions, target solvers also attended. This provided them with the opportunity to ask the prize management team questions about the prize application process.

A launch event can also boost prestige and credibility of your prize if you secure attendance from governmental representatives and other renowned partners. In this case, Kenya Meteorological Department representatives attended. Such an alliance can also be beneficial throughout the prize duration and after the prize to ensuring sustainability of its achievements.

The CIP launch ceremony also attracted journalists. This resulted in coverage in four national newspapers, created a buzz that increased the prize's visibility across Kenya and, in turn, helped reach the prize target audiences. Prize management teams should work with a PR expert who can leverage media networks. Social media also played a key role, with some attendees being very active in the lead-up and throughout the launch. While this will vary depending on the country, social media can be a powerful channel in amplifying the buzz around a prize launch. Moreover, identifying 'influencers' with a strong follower base in advance and following up with them after can also prove helpful to raise visibility.

As the issue of climate change was already a hot topic, anchoring the prize to this wider debate proved beneficial to raise its profile.

Figure 4.3 Sample Twitter image cards

Communications resources

- A guide to campaign planning, UK Government Communication Service, available at https://gcs.civilservice.gov.uk/wp-content/uploads/2015/09/6.3938_CO_GCS-Campaign-Planning_FINAL_A4_111017.pdf

- gcs.civilservice.gov.uk/guidance: a range of practical guides written by the UK Government Communicators, including guidance on Evaluation, Partnerships, Customer Journey Mapping, how to write a communication strategy and much more.

- Campaign Strategy (campaignstrategy.org): Free ideas and tools to help you develop your campaign.

Chapter 5

# Verification, judging and awarding the prize

The end of the prize is in sight. Your participants have been working hard to achieve the aim of the prize, and buzz is building around who will win. All eyes are on this part of the process, so transparency is key. Most of the planning can be done in advance, but final details will need to be pinned down when you know how many entries will be available for judging. This chapter helps you prepare your plans… and then adjust them.

The judging process

Setup

- Verification
- Detailed Judging Criteria
- Recruiting Judges

Eligibility

Screening submission to make sure they are complete

Judging

- Online Judging
- Live Judging
- Award Ceremony

Innovation Prizes for Development:
a practical handbook for using prizes to help solve development challenges
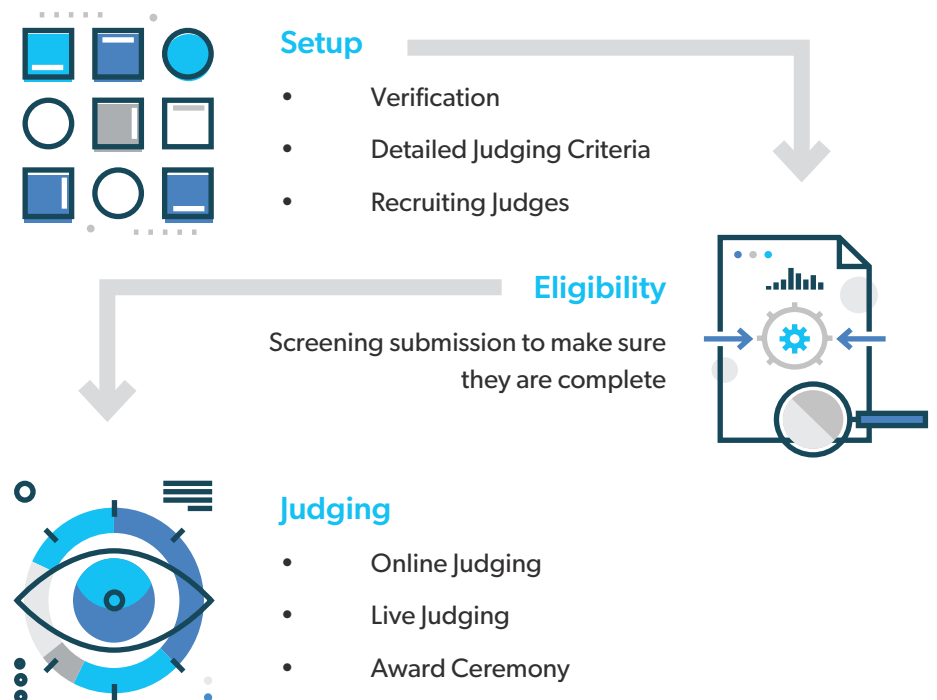
Setup

Setting up the judging process is made up of the following sections: verification, detailed judging criteria and recruiting judges.
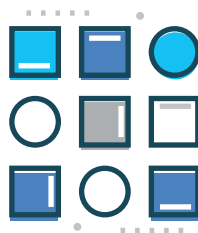
Verification

With a prize, verification is the process of establishing the truth, accuracy or validity of what participants submitted to you. Not all prizes for development need results submitted by the solvers to be verified, although this may depend on the prize funder.

Types of verification:

Desk-based verification

Process is completed over telephone and via email. Confirming the information submitted is accurate e.g. references, customer information, legal registration documents and authorship of any external reports submitted.

Standard field-based verification

Review all information submitted, and then visit the site/s of the programme or project and conduct interviews and review documents. Report at the end how each part of the information participants submitted had been verified (if it could be).

Detailed field-based verification

This option requires verification before participants start work on the prize and then verification at the end of the prize. This requires detailed understanding of what participants will need to do to as part of the prize.

Each type of verification takes a different amount of resources and funding, depending on location, number of participants and time available. However, if your prize purse is for a large amount of money or there is concern about credibility of the prize, then we recommend you include some level of verification to give you confidence that you are awarding the prize to the right people.

When to do verification?

(This section will make more sense after reading the rest of this chapter). It depends when you want to do the verification. With the Adaptation at Scale prize, verification was in two parts. All submissions went through desk-based verification and then this information was included with the online judging process, and only top finalists then had standard field-based verification conducted on their programme/project. This was done to reduce the number of submissions that need to field-based verification due to the time and cost implications for the project.

What do participants submit that can be verified?

Here are some ways to check that participants have achieved results:

*   Supporting submissions with photographic evidence

*   GPS locations of where the project happened.

*   Requiring incremental reports during a lengthy prize stage (every 3 to 6 months)

Box 5.1

Built-in verification

Stage 2 of the Sanitation Challenge for Ghana required participating local authorities to demonstrate progress in implementing liquid waste management. Accordingly, Ideas to Impact carried out a baseline assessment for all 17 participants.

This baseline was only possible because the Prize Team knew at the start of the stage who would take part, and the number was manageable.

At the end of Stage 2, the verification team (a mix of independent local and international consultants) visited each participant to verify claims made in submitted documentation.

To help them judge Stage 2, prize judges had access to original submissions and reports from the verification team.

Detailed judging criteria

Refining judging criteria

At the time of the prize launch, you would have announced a set of high-level judging criteria so that people knew what they would be judged against. However, for judges to accurately score submissions, these high-level criteria will need to be broken down into sub-criteria. For example, a common criterion in prizes for development is sustainability, so the sub-criteria might include something on whether there are appropriate plans for sustainability in the submission. As you want participants to strive for the high-level criteria, we recommend keeping sub-criteria as an internal document to avoid biasing participants' submissions (you do not want participants submitting what they think you want to know).

In rare situations, you may need to introduce additional criteria, as was the case with the Off-Grid Cold Chain Challenge. The diverse nature of the submissions prevented a single set of criteria to be used, and instead objective and subjective judging criteria needed to be balanced.

In theory, the more criteria you have, the better-quality results you will get in terms of the selection of the participants, but there is a balance to be struck. If you need to recruit specialists to judge certain criteria, they may not be able to judge some of the other detailed criteria you have created. This issue can be solved by ensuring careful and balanced recruitment of judges. Also consider the time needed to judge each submission (see **Annex 5.1** for the Climate Information Prize Tekeleza Online Judging Criteria).

Box 5.2

Key tips to creating judging criteria

- Do participants' answers provide the information you need?

- Will the criteria provide enough information to determine whether the prize is a success?

- Will judges be able to extract enough data from participants' information to judge fairly and accurately?

- Ensure you include definitions of key words to reduce ambiguity for both judges and participants.

- Ensure clear instructions are given to judges through a judging guideline document and/or briefing (webinar or face to face).

Recruiting judges

Recruiting members of the judging panel

Previously, we advised you to aim for diversity on the judging panel. But what does this mean for your specific prize, and how feasible is it in practice?

First, let's start with what not to do. Due to conflict of interest, you cannot select anybody as a judge who has been part of the prize design process or has been a participant. Aim for a mix of backgrounds, keeping in mind the type of prize and criteria associated with judging. For example, the judging panel for a business competition might include a venture capitalist, as well as academics and government officials.

The ideal mix of judges will be generalists who can judge against several criteria, with specialists who can support on individual criteria, such as financial data. Depending on the number of entries, you may not be able to have each judge review every submission. However, you can ensure that each submission is reviewed by the same composition of expertise by creating pools in each category of type of judge and then assigning one of each category to every submission. At this stage, you should also consider the gender and local/international balance. While we have aimed for a 50:50 balance in both cases, this can be hard to achieve in practice.

How many judges do you need?

The answer to how many judges you need depends on how many submissions you have, the number of perspectives you want and the time needed to judge each submission. Be aware that this could range from 30 minutes to three hours, depending on the type of prize. More judging criteria will require more time.

For some prizes, each submission might be judged by only two judges if they are experts and understand the prize process in detail, or you might use five judges. The more judges who review each submission, the less one judge can bias the overall average score of each submission (unless you normalise judges' scores, which can be complex, so please speak to your prize expert about that).

Until you gain experience in running prizes to act on instinct, it is worth a trial run with one participant's submission. In this trial run, work through judging criteria and assess how long judges need to read material and make comments. Look at judges' capacity. They are likely to do this work in their spare time. Over a two-week period, avoid using more than two days of their time, and ideally provide at least two weekends to conduct judging.

Remember that their availability may change. If you estimate needing 20 judges, then you will probably need a longlist of 30. Unpaid judges are harder to motivate to complete submissions on time, so Ideas to Impact typically paid judges. This is a standard honorarium day rate on the basis of 7.5 hours of work delivered in their personal capacity. Where judges are paid, they all receive the same amount.

An example of time and number of judges

Judging time:

- It takes 25 minutes to read a submission (around 3 A4 pages)

- It takes 16 minutes to score and comment on judging criteria (8 sub-criteria, each taking on average 120 seconds to judge)

- Leaving a few minutes for final comments.

- Total 45 minutes per submission. So, over a 7.5-hour period, a judge can score 10 submissions (remember that quality of submission scoring drops after about 3 hours of judging)

Number of judges:

- You receive 100 submissions

- 5 judges review each submission (assuming you have budget and a large pool of judges)

- Each judge reviews 10 submissions (from above)

- Therefore, you need 50 judges, which is a large number of judges to manage

Contracting judges

You will need to contract your judges in some way, whether with a simple non-disclosure agreement (NDA) or a full contract. When Ideas to Impact started, judges were required to sign the same agreement that full consultants to the programme had to sign to be paid. However, by the end of the programme, we reduced this to a simple NDA (see **Annex 2.2** for the example NDA). As we were paying a per diem and not a daily rate, judges needed only to submit their banking information to be paid.

Eligibility

In this section, you will screen submissions to make sure they are complete.

Eligibility review

An internal process is needed to review each submission to make sure it is complete and to check that supporting documents such as proof of registration of organisation or budget/accounts are uploaded correctly. Each submission must then be checked against the eligibility criteria defined in your prize design document and published at the start of the prize. Any submissions that are excluded at this point need to be documented and then discarded, as they will not go to the judges.

Judging

The judging process can be made up of:

- Online judging – using an online platform or process to process judging scores

- Live judging – face to face meeting between judges and participants

- Award ceremony – either an online or live event at which winners are announced.

Managing the judging process

Having selected your judges, you will need to let them know the proposed timeline, send them judging criteria, create an account for them on the online platform (unless an offline spreadsheet is used) and check if they have any queries before sending their assigned submissions. A judging webinar can deal with any questions in advance.

Make sure judges know who to contact during the judging process if issues arise. For example, if they discover a conflict of interest with any of the submissions they are assigned, those submissions can be reallocated to another judge. While you need to ensure that the process is double-blind, with all personal information removed as much as possible and judges' feedback anonymised, in practice submissions may include material that makes complete anonymity impossible.

Multiple rounds of judging may be an option, with the first round of judging being followed by a secondary judging process, in which all scores and comments are released to all other judges to review against what they had written. This gives judges the opportunity to amend their scores informed by the feedback of other judges, who may have different specialisms to them. In our experience, changes from this process tend to mean higher and more balanced scores, rather than lower scores.

What if it is too close to call?

Typically, Ideas to Impact used the mean average of the judges' scores to rank submissions. Where scoring was extremely close, we used a process of normalisation, but this relies on judges having scored several submissions and generally resulted in scores similar to the mean averages. In some situations, you may need to bring the judges together on a conference call to reach a consensus on who to award.

Live or online judging

Within Ideas to Impact, we used a mix of online judging and live judging. Online judging means we used an online platform (see **Chapter 3** for examples of platforms) to manage the judging process, including sharing submissions with judges and recording judges' scores and comments through a system that could be audited if needed. Live judging means we brought participants into either a virtual or face-to-face meeting with judges and allowed judges to review a presentation by participants and then do a question and answer session. This allowed judges to get clarification or additional information from participants.

In all cases within Ideas to Impact, we did an online judging process before we did a face-to-face live judging process, so only finalists had direct interaction with judges.

Judging feedback

Over the Ideas to Impact programme, we invested time in providing feedback to participants about where they were within the judging process but also why they did not get through to the next stage. You need to be clear that judge's decision is final (as per the Terms and Conditions), otherwise you may open yourself up to questions and even possibly litigation.

Consider the value of an awards ceremony

If your budget is tight, you may not want to announce the winners at a public event, so online media can serve you as well. However, if your prize's aim is to raise awareness of an issue or facilitate partnerships for your participants, then an awards ceremony is worth considering and could incorporate live judging (see **Box 5.3**).

The ceremony may be just an announcement of the winners. In this case, consider whether to invite only those who will win a cash award. Alternatively, provide finalists the opportunity to make a short pitch to the audience before announcements are made.

The Adaptation at Scale ceremony was organised to ensure that all finalists benefitted from attending. All finalists had a table and banner to promote their work and to network with potential partners.

Box 5.3

Going live with judging

Online judging of the Climate Information Prize brought 18 eligible participants down to nine finalists, who were invited to a closed live judging event.

Each participant had 10 minutes to present their submission and a further 10 minutes of questions and answers with the judging panel. The panel used the same judging criteria as they had during the online process to rank finalists and reach consensus on the winner.

If you go down the live judging line, this needs careful management by someone (preferably with prior experience of judging) who can ensure fairness to all participants, keeps time and allows each judge the chance to ask questions.

Chapter 6

Managing a prize for success

After you launch your prize, you may not receive anything from a few weeks to several months or even years before the closing date. This can be an anxious time for a Prize Manager, waiting to see if submissions arrive and what they contain. This chapter looks at how you can improve your prize's chances of success while you still have time to make adjustments.

Before you read this chapter

- Have you established what success looks like for this prize (e.g. the number and diversity of participants)?
- Do you know what the scope is to collect data about your prize participants?

Is anybody there?

Do not wait until the deadline to check what is happening with your prize. You can collect monitoring data on:

- Communications reach and response
- Numbers and types of people and organisations who have registered
- Numbers and types of registered participants who start creating their online submissions

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Communications

When targeting an unfamiliar country or sector, it can be hard to know how best to create a buzz. By tracking communications tools that drive people to visit and register at your prize platform, you can shift resources to more effective tools.

Registrations

Requiring participants to register to get access to additional prize information is a useful way to monitor what types of people or organisations might end up submitting (see **Box 6.1** for example fields to include).

Submissions started

If your choice of prize platform allows it, you can monitor when people start work on their submissions, which can give you some reassurance. You can also contact participants at any stage in the prize to remind them of deadlines and identify issues early so you can provide timely support.

Box 6.1

What to include in a registration form

Your registration form (or application form, if there is no registration stage) is a means of communicating with prize participants and checking that your marketing is working. You will need to decide which data you must collect (required fields) and what additional data would be useful (optional fields). You will also need a plan for privacy and data management. Typical fields in an application or registration form include:

* denoted required field

*   Name*
*   Nationality*
*   Country of residence*
*   Address (optional)
*   Email*
*   Confirmation of Email*
*   Telephone (optional)
*   Gender (M/F/Other) (optional)
*   Where did you hear about the prize?*
*   Agree to the terms and conditions of the prize*

This is your one chance to get people to agree to the legally binding terms and conditions in the prize design document. See **Annex 6.1** for an application form from the Climate Information Prize.

Is it time to worry or to hold your nerve?

When people compete for a prize, as with any other type of funding, they are likely to work on their submission up to the last possible minute. Until people hit that submit button, you cannot know how many entries you will get, but you should be prepared to lose up to half of the submissions that people have started.

At some stage in the prize design process, you are likely to have set an expectation within your team or to the prize funder about the level of submissions you expect to get, whether that was 40, 400 or 4,000. While monitoring data can help you gauge early on how close you are to get to that target (**Box 6.2**), prize management is part science and part art. It is not unusual for a prize to get to the final day with nothing available to judge and then in the last few hours, to the Prize Team's relief, a rush of entries come in.

Knowing when to put more resources into promoting a prize, and when to hold your nerve, comes with experience. **Box 6.2** summarises what we would expect to see happen in a 'typical' three-month prize.

You might be tempted to extend the registration period, but we recommend you stick to your deadlines. In the rare cases where you decide to allow an extension, you will need to apply it to everybody. Even so, it can still create an upset, so tread carefully and communicate well.

Box 6.2

What to expect with a 'typical' prize submission timeline

Let's assume that you are either running an ideation prize or the initial stage of a multiple stage prize that has a three-month submission timeline, throughout which solvers can register and submit. The first month would be spent promoting the prize to potential solvers who you think could be interested. You should expect 60-80% of your registrations to come in during that initial push. The number of registrations you need will depend on the prize and your expectations about final submissions. But if, after the first month, you only have 10 solvers registered, then something is wrong. Alternatively, you may have plenty of registrations, but not the geographical or sectoral distribution you are aiming for.

In those situations, you can spend additional time making adjustments and re-communicating with different types of potential solvers to boost numbers and diversity.

Nearer to the deadline, the focus is on encouraging people who have registered to submit on time, through reminders and communicating the prize available to winners. Even with all this preparation, some people could still find out about the prize at the last minute and rush a submission through.

Managing (and mitigating) risk

As with any other programme which aims to achieve development impact, your prize will need a risk assessment that is updated regularly. Many risks are not unique to prizes, such as changes in the political environment and delays to implementation, but one risk that is peculiar to prizes is that of distribution. Prizes move the risk of delivery from funder to prize participant. In a development context, this could mean many resource-poor participants will receive no financial reward from the funder for their efforts unless they win a prize. Two ways to mitigate this is to break the prize up into several stages (a stage-gate prize) and set the financial incentive carefully to avoid incentivising people to take on too great a risk.

Box 6.3

Methods to level the playing field – example from Nepal

Our Stage 1 prize in Nepal was run in English, including the website and application forms. Following feedback from participants, we realised this was presenting a barrier to entry for some participants. We therefore translated all our prize material and ran the prize in both English and Nepali.

Another barrier that emerged was lack of access to internet access in remote areas, so we ensured that paper copies of application forms and other documents were available through local government offices.

Although some of this support resulted in additional costs and affected the prize timelines, it was important to make this investment in order to increase the diversity of prize applicants.
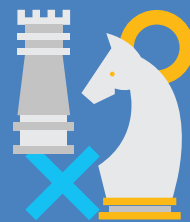
Supporting prize participants

When you produced your prize design document, you would have given some thought as to who your target solvers are and any barriers they might face.
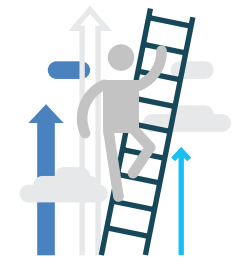
Why might your solvers need you to be flexible or provide technical support?

Some solvers will have few resources such as staff time and technical advisors to invest in taking part in a prize. You are more likely to encounter this problem when running a prize in a development context rather than a commercial one. Below are some reasons why flexibility and technical support may be needed:

- If this is their first time entering an innovation prize, or they lack relevant transferable skills such as writing business plans or reports.

- If there is a large difference between the types of solvers you have, such as large NGOs competing with very small community groups. In which case, do you need to 'level the playing field' (see Box 6.3)?

- If you sense they are losing motivation or they are experiencing staff turnover, it might be that the people who originally registered are no longer involved in the prize.

Where does Solver Support happen?

Face-to-face gatherings: Assembling participants is a great way to share information and ideas and to facilitate networking. These meetings can be used more specifically for capacity building and can focus on a technical area or to help develop skills required for the prize, such as monitoring or report writing.

However, the feasibility of offering meetings depends on the geographic spread of participants and the budget available. How easily can participants attend? Are you introducing bias to the process if only some participants benefit?

Individual visits: Monitoring visits can be useful to ensure that participants are on track to succeed and to motivate them during lengthy stages of a prize. This can be an expensive option and again, will only work if participants are not too widely dispersed in a country (or the world). It is key that team members carrying out monitoring visits do not provide participants with advice that might help them to win the prize. Remember, no bias should be introduced through the provision of solver support.

Online support: This can include webinars, making frequently asked questions (FAQs) available on a prize website and sharing of information by email. These tools work well to nudge participants to keep focused on the prize and provide information to all the participants at once that will help them succeed.

Please remember that if any participant asks a specific question about the prize, this information should be made available to all participants.

Keeping your participants going

If your prize includes a long implementation stage, there is a risk that your participants will lose motivation and become distracted by other concerns (see **Box 6.4**).

You can reduce this risk by keeping in regular contact with participants. This could be in the form of reminders about prize deadlines and available incentives or sharing new information, such as reporting templates and related events.

There are many methods of communicating with participants. All our prizes had their own website, which we kept up to date with the latest prize news, dates and deadlines, as well as all key documents and FAQs.

For most of our prizes, we used the online prize management platform (e.g. Skild or InnoCentive) to send messages to all the participants, but for one prize, we set up a WhatsApp group and then used it to communicate with everyone, for example to issue reminders for key dates.

Box 6.4

Keeping up motivation - example from Ghana

The participants for our Sanitation Challenge for Ghana prize were local government workers, who move posts frequently. By the end of the prize, there were very few involved who had been there from the start.

The prize team therefore decided to run Learning & Practice Workshops which brought together all participants and Sanitation Ministry staff to discuss progress of the prize and the prize process. The workshops also enabled participants to network with one other.

The prize team decided against paying participants to attend workshops (even though per diems are the norm in this situation). Despite this, all the workshops were very well attended.

What happens next?

All your efforts are leading towards a key moment: the final prize being awarded. You may even decide to go out with a bang by holding an awards ceremony (see **Chapter 5**). But when the dust has settled, there's still some work to be done and it shouldn't be the end of the story for your prize. In this section, we look at what happens after the winners have been announced and how you could build on the momentum you generated.
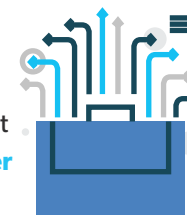
Can you keep the buzz going?

Whether or not it was the primary aim of your prize, innovation prizes have potential to raise awareness of an issue and the ways your participants found to tackle it. During the prize process, you will have needed to use caution in how you communicated externally about the prize and the participants, for example, not highlighting the work of some (rather than all) of the participants. This protects the intellectual property of the participants and prevents influencing a judge or providing any other form of unfair advantage to one participant.

After the prize has run its course, however, your ambition in this area will only be limited by the resources available and the time you have left to work on the prize. It is worth keeping this in mind when planning the budget and timeline. The awarding of the prize itself is a prime opportunity to use communications activities to support awareness raising and you are likely to find willing ambassadors among your prize winners.

Here are some examples of what Ideas to Impact has done:

• Created short animations that summarise the problem the prize set out to tackle and its achievements; these lend themselves well to dissemination on social media.

• Uploaded interviews with prize winners to YouTube to help raise their profile and let them put into their own words, their experience of the prize process.

• Presented the prize and its results at sector conferences and workshops, involving local partners and winners where possible.

Supporting participants to sustain their work

Depending on the purpose of your prize, you may be hoping for work to continue after the awards have been made. You may have even included sustainability among the judging criteria. While your prize participants are likely to need to turn to other sources of support to make this happen, there may be ways to give them a head start by encouraging prize participants to form a community of practice.

If you build in opportunities for participants to get to know each other during the prize process, at learning workshops, for instance, you may find that they organise ways to collaborate in the future, without your intervention. A winner of the Sanitation Challenge for Ghana reported plans to host a meeting for all prize participants. At least one other participant said they planned to continue collaborating with others after the prize ended.

If face-to-face meetings place significant demands on members' time and resources, external support may still be necessary to maintain momentum in participant-led networks. The Climate Information Prize participants (located across Kenya) expressed willingness to support each other where able to and we found examples of them exchanging contacts and information. They were inspired to form a consortium and were able to meet once, but our follow-up evaluation found there had been no further meetings of the CIP participant consortium.

This is where prize partners can play a crucial role. The Nepal-based prize team for the Adaptation at Scale prize, for example, intends to establish a knowledge network between participants.

Alternatively, your prize may be embedded within a broader system of support, as was the case with the two energy access prizes that Ideas to Impact run through the Global LEAP Awards programme, the Off-Grid Refrigerator Competition and the Off-Grid Cold Chain Challenge. For example, winners and finalists of the Global LEAP Off-Grid Refrigerator Competition, which included an innovation prize for Appropriate Design and User Experience, were promoted to a network of potential investors. Financial incentives were offered to companies that committed to distribute large quantities of winner and finalist products in target markets.

What have you learned?

Monitoring, evaluation and learning are three routes to understand if your prize worked the way you hoped it would and what lessons you can take forward to the next prize.

Depending on who provides funding, your prize may be evaluated by an external organisation. If not, you will need to carry out a self-evaluation to understand what contribution it made to the problem you tried to solve and to identify lessons to use prizes more effectively in future.

Evaluating prizes for development is a new area. Our literature review 'Using innovation inducement prizes for development: what more has been learned?' found few prize evaluation reports online and no clear guidance for Prize Managers on how to evaluate prizes for development. Final evaluation reports and follow-up reviews have been published for all Ideas to Impact's prizes. Our Evaluation and Learning partner, Itad, has produced a paper that explains how these were carried out and what has been learned from doing them. **Box 6.5** shares key takeaways from this.

We have also used learning tools such as after-action reviews, group discussions and peer assists to support our reflection on good practice in prize management. As much as possible, we have made this learning public through our blog or published papers, particularly when trialling new approaches in prize design and management, such as field testing of off-grid refrigerators in Uganda.

Box 6.5

Key learning on evaluating prizes for development

The success of prizes for development should be explored through three perspectives:

*   whether the prize was awarded

*   if it produced the expected effects

*   whether it contributed to development

If understanding contribution to development outcomes is the priority, the evaluation will ideally include a round of data collection and analysis at least a year after the prize was awarded. An evaluation undertaken immediately or soon after prize award may only be able to assess the potential for development change happening.

The theory of change provides a useful framework for prize evaluations (see **Chapter 2**).

Prizes present particular evaluation challenges. For instance, winners and the results they have achieved are not known until the end of the prize process, which limits the opportunity for gathering evidence of how results were achieved. Selection of evaluation methods should be based on a sound understanding of attributes specific to prizes for development, as well as features specific to the prize being evaluated.

Prize Managers play an important role in evaluations because of their influence on data collection from prize participants during the prize process.

Chapter 7

Final words of advice

This ends your tour of the Ideas to Impact approach to designing and running innovation prizes for development. We have answered questions about prizes but perhaps we have sparked a few more? This chapter offers final words of advice and suggests a few places to continue learning.

Before you read this chapter

- What more do you need to know before you can put your idea for a prize into action?
- Have you planned how you will capture your own learning and share it with others?

Five ways to help your prize to fail

In our experience, innovation prizes can exceed expectations and achieve substantial value for money. But they have not always worked as we expected, and they are not always the right tool to use. Some risks of running prizes can be mitigated (see **Chapter 6**), while others must be accepted as part of the package of using innovation prizes in new settings. Later in this chapter, we share suggestions to help prizes achieve their full potential, but in the meantime, here are some sure-fire routes to failure.

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Fail 1: Copy a prize that worked somewhere else

Innovation prizes need to be designed with respect to the peculiarities of their intended location. An innovation prize that had success in one country may have been in the right place at the right time. However, the external environment and stakeholders in another country are unlikely to be the same. Even running the exact same prize again in the same country carries risks. The environment may have evolved since the first prize was run. There will be new potential participants to consider, and you might want to achieve something slightly different the second time around.

Fail 2: Put most of your budget into the prize purse

You need to reserve funds to manage the prize process. **Chapter 2** makes it clear how much work goes into just defining and designing a prize. Successive chapters demonstrate the level of work you will need to put into managing your prize (communications, reporting, M&E, verification, etc.). There is also a case for not making the prize purse too high, as it can distort local markets and intimidate some solvers.

Fail 3: Sit back and wait for submissions to come in

Incentives can only do so much. If you do not keep in touch with prize participants, motivating them to work on their solutions or implement their plans, why should they stay engaged? If you design your prize correctly, the submissions will come, but there is still some uncertainty about how many and how good they will be. To keep Prize Team stress levels down while you wait, put effort into outreach and engagement.

Fail 4: If the prize was awarded, assume it was a success

Your prize Theory of Change might see the prize award as a step towards further changes. Have those happened? Did your prize drive innovation? Did it address development challenges? Were there unintended consequences? If awarding the prize is your only measure of success, you risk not capturing the full picture of benefits of the prize, which may extend further than you hoped.

Fail 5: Only talk to other people about your prize if it worked

There is always something to learn when things go wrong. Sharing this learning helps others get better value for money from using prizes in development. We scrutinised decisions in designing and implementing our prizes, through internal reflection and evaluations which included talking with prize participants who didn't win or who dropped out. We published stories of success and failure in prize evaluation reports and learning papers and also in this handbook. This handbook is built on experience and reflection, and we emphasise where things went wrong, as well as right.
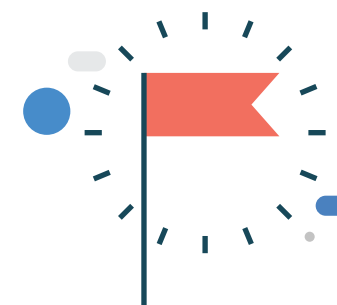
Final pieces of advice for Prize Managers

Prizes are different to other tools for driving innovation for development, and below we list suggestions based on our experiences of designing and running them. But our advice comes with the warning that each innovation prize has unique factors including operating environment, target participants, and Theory of Change. Perhaps the most important lesson we have learned is that this means there are no shortcuts to successful prize design and management. Even after the lengthy design process described in **Chapter 2** is completed, prize managers must be ready to adapt the prize in light of new information, whether by extending the submission deadline, rethinking prize promotion or adjusting the number and type of awards.

Keep an eye on your prize's enabling environment

Despite your best efforts during the design stage, some of your assumptions about the wider system in which your prize operates may prove false. Political and economic environments can change rapidly and present new barriers to your prize achieving its intended outcomes. It is also worth considering from the start how to encourage participants to ensure sustainability beyond the duration of the prize through factors such as judging criteria and post-award activities. This emphasis on sustainability paid dividends in the Climate Information Prize, where evaluators found that one year after awards, both winners and non-winners continued to deliver climate information to Kenyan farmers.

Build in networking opportunities for participants during the prize and after it ends

We know that prize participants appreciated networking events and workshops that enabled them to connect with one other and with potential partners, especially investors. We also know they would have liked more. Your implementing agent may be able to offer opportunities for prize participants to build relationships with helpful organisations.
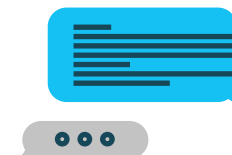
Make flexible support available to small or resource-constrained organisations

Budget flexibility is the key to offer your participants targeted capacity building, if common needs are identified while the prize is running. The additional resources can also enable you to increase the feedback you provide to all participants at the end of the judging process.

Carefully consider how to ensure a fair process when prize participants are different types of organisations

You may want to level the playing field for your participants, depending on what your prize tries to achieve. But this is not straightforward and needs sensitive handling. If, as we found with the Sanitation Challenge for Ghana and Adaptation at Scale, participants range from exceptionally large to exceedingly small organisations, you may need sub-categories of award criteria.

Reserve time and budget for post-award activities that build on the momentum you create

The buzz from a final awards ceremony is a prime opportunity to continue raising awareness of the prize participants, their solutions and the focus topic. If that is appropriate to your prize's goals, then reserve some budget and space in the prize timeline for post-award activities that maximise excitement around the prize.

Record your decisions and communicate them consistently

A project diary or after-action reviews at key points in the prize process are useful for systematically capturing the changes you make and the reasons for them. These will help you to communicate clearly with participants about details such as judging, financial incentives, and available support so they can make informed decisions before they risk resources to participate. They will also give you a head start when you reflect on your experiences of running the prize.
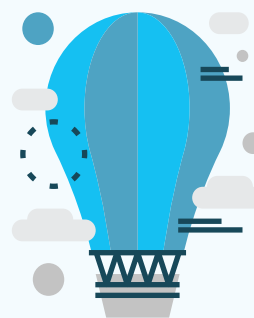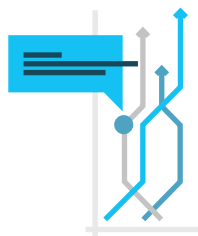
Good luck!

Remember to share what you learn so that we can all get the best value from using prizes for development.

Further readings

Innovation Prizes for Development:
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development challenges

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List of annexes

Chapter 2

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2.2.   Example Non-disclosure Agreement

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6.1.   Wazo Application Form available at https://www.imcworldwide.com/wp-content/uploads/2020/09/Wazo-Application-Form.pdf

Innovation Prizes for Development:
a practical handbook for using prizes to help solve development challenges

Example Non-disclosure Agreement

Part of
Innovation Prizes for Development:
a practical handbook for using prizes to
help solve development challenges

Example
Judging Non-Disclosure Agreement

This Non-Disclosure Agreement ("Agreement"), made at DATE ("Effective Date"), is by and between PRIZE MANAGER ORGANISATION ; (hereby referred to as "ORG")

and [INSERT FULL NAME]; (hereby referred to as "Judge").

Each of these entities is sometimes referred to herein as a "Party" and, collectively, as the "Parties."

The Parties agree that the following terms will apply:

"Discloser" of Confidential Information shall be: [INSERT ORGANISATION NAME]	"Recipient" of Confidential Information shall be: [INSERT JUDGE NAME]

1 PURPOSE OF DISCLOSURE

Recipient acknowledges and agrees that Recipient's access to the Confidential Information is solely to be part of the judging process for "PRIZE NAME" and for no other purpose.

2 DESCRIPTION OF CONFIDENTIAL INFORMATION

All information and discussions relating to the individual submissions to the Discloser's Prize programme including, scientific knowledge, data and reports; strategic business objectives, including strategies; product design; information technology, architecture and security; software code; information and lists about users; methodology and processes; research processes and procedures; and any information contained in any of the submissions reviewed as part of the judging team or any information distributed by Discloser to Recipient, either directly or indirectly through any of Discloser's authorised subcontractors or partners.

3 TERM

The term of this Agreement shall be three (3) months from the Effective Date. Upon termination or upon request of Discloser, whichever occurs first, Recipient shall destroy the Confidential Information and any copies thereof. Upon request, Recipient shall have an authorised representative certify such destruction to Discloser in writing if requested. Clauses 4 and 5 by their nature shall survive termination of this Agreement.

4 CONFIDENTIALITY PERIOD

Confidential information continues to be subject to this Agreement for five (5) years following the termination or expiration of this Agreement. The Parties agree to rely on the protection provided by their patents, copyrights and other intellectual property rights after such period.

5 RECIPIENT'S OBLIGATIONS

Recipient shall not disclose Confidential Information of the Discloser to any third party and agrees to use the same care to avoid disclosure of the Confidential Information as Recipient uses with its own similar Confidential Information, but in any case, not less than reasonable care. The Recipient may not disclose Confidential Information to (a) its employees; (b) its contractors; and (c) any other party without the Discloser's prior written consent.

Recipient shall not remove any proprietary, copyright, trade secret or other legends from any form of the Confidential Information. Recipient shall not copy or reproduce, in whole or in part, any Confidential Information without the prior written authorisation of Discloser, except as is reasonably required to accomplish the purpose stated herein. Recipient agrees that should make any unauthorised disclosure or use of the Confidential Information be made by Recipient, its employees or contractors; Recipient will (a) immediately notify Discloser of same in writing; (b) take all reasonably necessary steps to prevent further unauthorised disclosure and/or use; (c) cooperate with Discloser in its efforts to secure the Confidential Information and protect Discloser's proprietary rights therein.

6 EXCEPTIONS

Notwithstanding anything herein to the contrary, no obligation of confidentiality applies to any Confidential Information that (a) Recipient already knew at the time of disclosure by Discloser, as evidenced by Recipient's business records; (b) Recipient independently developed, providing Recipient can show that such development was accomplished by it, or on its behalf, without the use of, or any reference to, the Confidential Information; (c) is made public by Discloser; (d) is disclosed with Discloser's prior written approval; (e) is disclosed to Recipient by third Party without breaching third Party's obligation of confidentiality to Discloser; or (f) is required to be disclosed pursuant to a judicial order or required of law, in which case the Recipient shall make reasonable efforts to notify Discloser of such order or requirement.

7 TITLE

Discloser shall retain title to the Confidential Information, and all copies thereof.

8 NO LICENSE

Discloser grants no license to Recipient pursuant to any copyright, patent, trademark or trade secret rights by the disclosure of the Confidential Information.

9 DISCLAIMER

Discloser is providing the Confidential Information "As Is". Recipient agrees that Discloser will not be liable for any damages arising out of Recipient's use confidential information. Any use of or reliance upon the Confidential Information is at Recipient's risk. Nothing contained in this Agreement shall obligate either Party to negotiate or enter into a definitive agreement of any kind with the other Party, or otherwise obligate either Party to purchase or supply equipment, materials or services from or to the other.

10 BREACH

Due to the nature of the property that is the subject of this Agreement, Discloser shall have the right to seek equitable relief to enforce any right arising hereunder or to prevent or remedy any breach of any obligation undertaken, without in any way prejudicing any available legal relief. Such equitable relief may include, but is not limited to, the seeking of a temporary or permanent injunction, restraining order or order for specific performance, and maybe sought in any appropriate Court, with or without prior notice, depending on the circumstances.

11 GENERAL

(a) Headings included in this Agreement are for convenience only and are not to be used to interpret the Agreement between the Parties.

(b) If any part of this Agreement is held unenforceable or invalid, the remaining provisions shall continue in full force and effect.

(c) Neither Party may assign its rights or delegate its duties or obligations under this Agreement without prior written consent. Any attempt to do so is void.

(d) Only a written agreement signed by authorised representatives of both Parties can modify this Agreement.

(e) This Agreement will be governed by and construed in accordance with the laws of COUNTRY and subject to the exclusive jurisdiction of the English courts.

(f) The Parties represent that this Agreement shall be binding on them and their respective affiliates, it is understood that the term affiliates shall refer to any company controlling, controlled by, or under common control with ORG or Judge, respectively, through stock ownership, direct or indirect.

(g) Each of the Parties warrants and represents that it has the right to enter into this Agreement and to provide the Confidential Information to the other Party and that such acts will not violate any other agreements or policies that the Discloser has with any third parties.

The Parties acknowledge they have read this Agreement, understand it, and agree to be bound by its terms and conditions. Further, they recognise the complete, exclusive and final statement of the Agreement between the Parties relating to this subject shall consist of this Agreement only. This Agreement supersedes all communications, oral or written, between the Parties relating to the matter.

Authorised signatures

PRIZE MANAGER   Judge

By: _____   By: _____

Name: _____   Name: _____
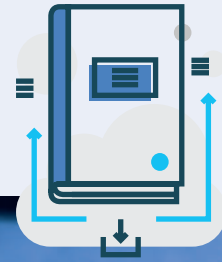
Title: _____   Title: _____

Annex 3.1

Example Terms & Conditions

Part of
Innovation Prizes for Development:
a practical handbook for using prizes to
help solve development challenges

Example Prize Terms And Conditions

PLEASE NOTE THAT THESE ARE EXAMPLE TERMS AND CONDITIONS AND WE RECOMMEND TO REVIEW THESE WITH YOUR LEGAL TEAM BEFORE USING THEM

1. BACKGROUND

1.1. NAME OF PRIZE is being delivered by DONOR within PROGRAMME

1.2. These terms and conditions apply to all NAME OF PRIZE (Prize) undertaken as part of NAME OF PRIZE unless otherwise stated.

1.3. To participate under NAME OF PRIZE, persons who submit submissions (Participants) must agree to these terms and conditions and follow the procedures and rules set out in them. (The submission and all material required to be submitted are referred to in these terms and conditions as the Prize.)

2. THE PRIZE MANAGER

2.1. The Prize Manager is ORGANISATION RUNNING THE PRIZE (ORG), operating on behalf of DONOR.

3. PRIZES

3.1. A description of the Prizes and requirements for Participants are set out in the Medium post for NAME OF PRIZE (WEBLINK)

4. HOW TO ENTER

4.1. All Submissions must be received by the Prize Manager through the Submission Form.

4.2. The Prize Manager reserves the right to ask Participants for additional information to support their Submissions and to facilitate assessment.

4.3. There is no charge for taking part in this Prize.

4.4. The Prize Manager will not accept responsibility for Submissions that are lost, mislaid, damaged or delayed in transit, regardless of cause, including, for example, as a result of any equipment failure, technical malfunction, systems, satellite, network, server, computer hardware or software failure of any kind.

4.5. By submitting, Participants agree to be bound by these terms and conditions.

4.6. If you require any clarifications regarding your Submission, please send an email to CONTACT EMAIL ADDRESS

4.7. If no, or if an insufficient number of submissions are considered to be worthy by the technical assessment team, then no prize will be awarded.

5. ELIGIBILITY

5.1. Prizes are open to legally recognised organisations (CHANGE AS REQUIRED).

5.2. Participants must not be on COUNTRIES Proscribed Terrorist Organisations list.

5.3. In entering the Prize, Participants confirm that they are eligible to do so and eligible to participate in NAME OF PRIZE.

5.4. The Prize Manager will not accept Submissions that are incomplete, illegible, have been altered, reconstructed, forged or tampered with.

6. RECEIVING GRANT FUNDING OF THE PRIZE

6.1. The Prize Manager reserves the right to undertake such verification and due diligence checks on Participants as it deems necessary and appropriate prior to being AWARDED THE Prize.

6.2. The Prize Manager reserves the right to withhold a PRIZE from a Participant if the Prize Manager (acting reasonably) considers that the relevant Participant has behaved improperly or unethically in connection with NAME OF PRIZE or in connection with any of the Participant's activities over the last twelve months.

7. OWNERSHIP OF PRIZES ENTRIES AND INTELLECTUAL PROPERTY RIGHTS

7.1. All electronic information included in the Submissions and accompanying material submitted by Participants to the Prize Manager (Entry Materials) will become the property of the Prize Manager on receipt and will not be returned.

7.2. All IP remains in the ownership of the Participant at all times and is not subject to clause 7.3.

7.3. By submitting online, Participants agree to grant DONOR, other implementing partners and the Prize Manager a perpetual, worldwide, non-exclusive, irrevocable, royalty-free licence to use the information included in the Submissions for assessment, marketing and reporting purposes only.

7.4. When making their Submissions, Participants must understand that text, data or values in the Submissions could be made available into the public domain at some point in the future (SOMETHING TO DECIDE WITH DONOR).

7.5. Any subsequent material that Participants may submit to support their Submission that they reasonably believe are commercially sensitive and that they wish to be kept confidential can be covered by additional agreements. The Prize Manager will take into account Participants' reasonable concerns about commercial sensitivity and will redact the relevant passages of text, data or values appropriately in public reports if appropriate.

7.6. Participants confirm and covenant that they have obtained all necessary consents (including from their employers, employees, consultants, agents and representatives) to enable them to fulfil their obligations in clause 7.3.

8. DATA PROTECTION AND PUBLICITY

8.1. By Submission, Participants agree that the Prize Manager and DONOR may use the Participant's names and logos for any reasonable and related promotional purposes.
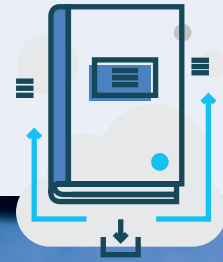
8.2. Participants further agree to participate in any reasonable publicity required by the Prize Manager and/or DONOR.

8.3. By entering the Prizes, Participants agree that any personal data provided by Participants with the Submission may be held and used by the Prize Manager or its agents and suppliers to administer the Prizes.

8.4. Participants agree to promptly provide such information and answer such questions as requested by the Prize Manager and any other person or organisation forming part of the evaluation team for the purposes of administering or evaluating the Prizes. This information may include financial accounts and impact data.

8.5. Participants agree to promptly share with the Prize Manager any information relating to their Submission which may be requested by the Prize Manager at any point during the application process, including, but not limited to, financial accounts for the purposes of the Prize Manager's due diligence processes.

9. GENERAL

9.1. If there is any reason to believe that there has been a breach of these terms and conditions, the Prize Manager may, at its sole discretion, exclude a Participant from participating in the Prizes.

9.2. The Prize Manager reserves the right to hold void, suspend, cancel, or amend the Prizes, whether during the application process or following the award of a grant agreement where, in the Prize Manager's opinion, it becomes necessary to do so.

9.3. These terms and conditions are Governed by the laws of COUNTRY.

Example MOU

Part of
Innovation Prizes for Development:
a practical handbook for using prizes to
help solve development challenges

PRIZE NAME

Memorandum of Understanding

between

PRIZE MANAGER

and

GOVERMENT DEPT OR AGENCY

THIS AGREEMENT is dated   DATE.

PARTIES

The parties to this memorandum of understanding **(MoU)** are:

(1) **GOVERMENT DEPT OR AGENCY** of ADDRESS **(GOV)**; and

(2) **PRIZE MANAGER** a company incorporated and registered in XXXXXXXX under company number XXXXXXXXX whose registered address is at XXXXXXXXXXX **(ORG)**.

1. BACKGROUND

1.1 PROGRAMME OUTLINE

1.2 GOV will help ORG deliver the Project as described in the Annex and by this MOU the parties are recording the basis on which they will collaborate with each other on the Project.

2. PRINCIPLES OF COLLABORATION

2.1 The parties shall work together on the Project to achieve the objectives set out in the Annex **(Objectives)**.

2.2 The parties agree to adopt the following principles for working together on the Project **(Principles)**:

(a) collaborate and co-operate. Establish and adhere to the governance structure set out in this MOU to ensure that activities are delivered and actions taken as required;

(b) be open. Communicate openly about major concerns or issues related to the Project;

(c) learn, develop and seek to achieve full potential. Share information, experience, materials and knowledge to work collaboratively to identify solutions;

(d) act in a timely manner. Recognise the importance of working within the timeframes for the Project and respond accordingly to requests for support;

(e) deploy appropriate resources. Ensure sufficient and appropriately qualified resources are available and authorised to fulfil the responsibilities set out in this MOU; and

(f) act in good faith to support the achievement of the Objectives and compliance with these Principles.

3. PROJECT GOVERNANCE

3.1 The parties will agree on the composition of an **Advisory Committee** that they will establish to provide high level advice and support to the Project as described in the Annex.

3.2 Minutes and actions will be recorded for each Advisory Committee meeting.

3.3 The Advisory Committee will meet at regular intervals during the life of the project, as and when it is deemed necessary according to the project implementation schedule. At the end of each Advisory Committee meeting, members will agree amongst themselves the dates for the next meeting and whether any other form of interaction may need to take place in between plenary meetings in order to reach agreement on specific points.

4. GOV RESPONSIBILITIES

4.1 GOV will:

(a) interact regularly and as needed by ORG to support the ORG and its agents in the delivery of the Project (XXXXXXXX), providing guidance on all matters of Project implementation and overseeing the design and detailed implementation for the challenge;

(b)	ensure that the Project is aligned with the sanitation policies of the Government of COUNTRY;
(c)	actively participate in developing appropriate terms and conditions for the PARTICIPANTS in COUNTRY (PARTS) who take part in the competition to win a prize through the Project (**Applicants**);
(d)	advise ORG of any laws, regulations and protocols in COUNTRY that may affect the Project;
(e)	positively communicate the Project to the PARTS to encourage effective participation;
(f)	advertise the Project on the GOV website and disseminate materials relating to the Project through official channels promptly and efficiently;
(g)	provide the GOV logo and authorise its use on all documentation and materials for the Project including hardcopy and web-based application forms;
(h)	host the launch and award events, securing the participation of high-ranking government officials, nominating senior GOV staff to publicly announce the winning Applicants (ideally the Minister or Vice Minister);
(i)	secure any permits or other authorisations needed for the Project in COUNTRY;
(j)	nominate appropriate senior staff to participate in the Advisory Committee;
(k)	take all necessary steps to assist the ORG Consortium with obtaining access to data and records held by and/or concerning the operations of the Applicants to enable the successful delivery of the Project including, without limitation, records that enable the ORG Consortium to conduct baseline assessments and verification of sanitation operations;
(l)	take all necessary steps to assist the ORG Consortium with obtaining access to key members of staff engaged by the Applicants or such other authorities to enable the successful delivery of the Project, for example to enable the ORG Consortium to interview such staff to conduct baseline assessments and verification of sanitation operations; and
(m)	supply to the ORG Consortium, within a reasonable time frame, all data and information required by ORG as ORG deems reasonably necessary for the Project.

4.2   GOV confirms and covenants that the transfer of any prize money to winning PARTS by ORG Worldwide in connection with the Project will not be subject to any charges or deductions.

4.3   GOV will establish a dedicated project bank account for the receipt, and ultimate transfer to winners, of the prize purse including honorary awards. GOV shall have sole responsibility for ensuring that the account details are correct. For the avoidance of doubt, ORG shall be entitled to verify any account details or other information provided to it by GOV. Alternative bank arrangements may be made for incremental costs and will be agreed in writing between GOV and ORG.

4.4   GOV will agree in writing with ORG the arrangements for the disbursement of prize funds including the honorary awards. GOV will agree the value of the monetary and honorary awards in advance of the launch of each prize.

4.5   GOV confirms that no deductions to the budgets of winning Applicants will be made as a result of the winning Applicants securing prize money from the Project.

5.   ORG RESPONSIBILITIES

5.1   ORG shall be responsible for the day-to-day running of the Project and shall have overall executive authority for the delivery of the Project.

5.2   ORG shall be responsible for all financial and technical reporting to DONOR.

5.3   ORG reserves the right to audit the dedicated project bank account set up by GOV at any time.

5.4   ORG and its consortium members and agents (XXXXXXXXX) will:

   (a)   finance and run all day-to-day activities associated with the implementation of the Project (except where otherwise stated in this MOU including in the Annex);
   (b)   keep GOV informed on all the important aspects of the delivery of the Project;
   (c)   undertake a baseline survey on the status of urban sanitation in the Applicants' geographical areas of responsibility and make all data available to the Applicants and GOV;
   (d)   undertake verification and due diligence on all Project competition finalists and make all data available to Applicants and GOV;
   (e)   subject to a sufficient number of satisfactory entries being submitted by the Applicants, pay, upon completion of the judging and due diligence process, the prize money set aside for the Project to the winning Applicants in a timely manner; and
   (f)   make all project learning and evaluation material available to GOV.

6.   INTELLECTUAL PROPERTY

6.1   GOV agrees that submission of an entry by participating PARTS constitutes a grant by the participant to DONOR, the Programme Organiser and the Prize Manager of a perpetual, world-wide, non-exclusive, irrevocable, royalty-free licence to use all of its Entry Materials.

6.2   ORG shall include the following statement in the documentation that ORG receives from Applicants and which ORG publishes:

"Originally created by The Ministry of XXXXXXXX of the COUNTRY."

6.3   Each party shall (at its own expense) do such acts and things as reasonably requested by the other party to give effect to this clause 6.

7.   REPRESENTATIVES OF THE PARTIES

The officers responsible for co-ordination of all matters relating to this MOU are:

For ORG Worldwide: CONTACT INFO
For GOV: CONTACT INFO

8. ANTI CORRUPTION

Each party shall:

(a) comply with all applicable laws, statutes and regulations relating to anti-bribery and anti-corruption including but not limited to the Bribery Act 2010 and the anti-corruption laws in COUNTRY;

(b) not engage in any activity, practice or conduct which would constitute an offence under sections 1, 2 or 6 of the Bribery Act 2010 if such activity, practice or conduct had been carried out in the UK;

(c) promptly report to the other any request or demand for any undue financial or other advantage of any kind received in connection with the performance of this MOU; and

(d) endeavour to ensure that the Project is conducted using the highest standards of transparency and fairness while adopting a zero-tolerance approach to corruption.

9. TERMINATION

9.1 This MOU shall commence on the date of signature by both parties and shall expire on completion of the Project, such date to be notified by ORG to GOV. For the avoidance of doubt the Project shall not be completed until any evaluation of the Project required by ORG, DONOR or any other relevant third party has been completed.

9.2 If any changes occur which, in the opinion of ORG, impair the developmental value of the Project, ORG and GOV will normally consult on measures to resolve the problem and possible courses of action. However, in the event of such changes, ORG reserves the right to modify or terminate this MOU upon two weeks' notice in writing to GOV. For the avoidance of doubt, ORG will not be liable to GOV for any costs or damages arising out of or in connection with the termination of this MOU.

10. COSTS

a. Each party shall bear its own costs and expenses incurred in complying with its obligations under this MOU.

b. ORG will cover incremental costs for GOV between DATES, up to a maximum amount to be agreed in advance with ORG.

c. ORG will cover incremental costs for GOV for DATE up to a maximum amount to be agreed in advance with ORG.

11. VARIATION

11.1 Subject to clause 11.2, this MOU may only be varied by written agreement of the parties.

11.2 ORG may make changes to the contents of the Annex provided such changes do not adversely affect GOV.

12. STATUS

This MOU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this MOU. The parties enter into this MOU intending to honour all their obligations. Any disputes will be settled amicably between the parties.

13. GOVERNING LAW

This MOU shall be governed by and construed in accordance with English law.

Signed for and on behalf of on behalf of **THE MINISTRY OF XXXXX OF THE COUNTRY**
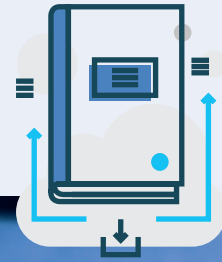
Signature: ....

Name: ....

Position: ....

Signed for and on behalf of on behalf of **PRIZE MANAGER**

Signature: ....

Name: ....

Position: ....

Climate Information Prize Tekeleza Online Judging Criteria

Part of
Innovation Prizes for Development:
a practical handbook for using prizes to
help solve development challenges

Climate Information Prize – Tekeleza Prize Online Judging Criteria

Criteria	Overall weight
Quality of business idea and associated financial model	40%
Extent to which the business idea can demonstrate a potential demand for the service offered	15%
The extent to which business idea targets vulnerable communities	15%
The degree of innovation in the uses of Climate Information in the business idea	10%
The business idea has the potential to be sustainable and replicable	10%
Business Idea is fair and equitable	10%
Overall	**100%**

Definitions:

1. **Innovative** use of climate information - this could mean a completely new way of delivering or combining information that has not been tried before, or incorporating climate information into an existing initiative or service in order to improve results and increase the impact of that initiative or service.

2. **Fair and Equitable** – we are looking for business ideas that will be conducted in an open, fair (both morally and legally), and transparent manner, free from corruption and which have, or will, involve stakeholders in their development and deployment.

Email

Website

info@ideastoimpact.net

Twitter