Citra Social Innovation Lab Evaluation Report

April 2021

Consultant

Mr Craig Thomler

Public Sector Digital & Innovation Specialist

P: +61 411 780 194

E: Craig.Thomler@gmail.com

Contents

Evaluation of Citra Social Innovation Lab 2017-2020

Executive summary

This evaluation of Citra Lab, after three years of continuous operation, is an opportunity for UNDP Sri Lanka, the Sri Lankan Government and the Citra Lab's team to reflect on past successes and shortcomings of the capability and to consider the journey to come.

Citra Lab was evaluated in comparison to some of the world's leading public sector innovation capabilities. A critical eye was cast across Citra Lab's innovation project delivery capability, its impact on the Sri Lankan public sector's innovation readiness and on the broader economic and social frameworks of Sri Lanka.

Innovation project delivery

As a comparatively young capability, Citra Lab has demonstrated significant growth and effectiveness over its three-year lifespan in respect to its approach to public sector innovation project delivery.

Citra Lab has amassed an impressive track record of successful project and programme delivery with public sector partners, while learning and internalising lessons from several projects which did not achieve the desired outcomes.

As a new capability, and with funding jointly provided by the Sri Lankan Government, Citra Lab had an appetite and obligation to demonstrate its value and utility by working on almost every project presented to it. Citra Lab also proactively engaged government to identify opportunities to add value. This has led public sector partners to see Citra Lab as a capability ready to support them as and where needed.

While this approach was suitable when Citra Lab was unknown, the value of Service Design less understood, and funding was jointly provided by UNDP and Sri Lankan government, it requires adaptation as the number of project partners ask Citra Lab to support growth.

This evaluation recommends that Citra Lab develop a formal triage approach to identify on which projects the Lab can add the most value and how resources would be cost-recovered. It also recommends a more nuanced approach to resource allocation driven via this triage – whether Citra Lab provides a team, training and mentoring, advisory, or decline to support a project that lies outside its available capabilities range.

In addition, Citra Lab has focused on project delivery over value sustainment. This was impacted by the covid19 pandemic but is evident in the Citra Process's emphasis on project delivery over ongoing sustainment of project outcomes. Again, there is opportunity for Citra Lab to revisit this focus and rebalance its approach to maximise the value it delivers.

Finally, Citra Lab has struggled, to some degree, to evidence the value it has delivered on projects beyond anecdotal affirmations of effectiveness. This is also an outcome of Citra Lab's focus on proving itself and delivering value, as well as the maturity and emphasis put on Key Performance Indicators (KPIs) by public sector project partners.

Aligned with the recommended triage approach and rebalance towards project sustainment, Citra Lab should take the opportunity in transitioning to its Citra 2.0 focus to

work with friendly project stakeholders, such as the Department of Motor Transport), to develop a standard set of value-centred KPIs it can use during project triage, during projects to measure success against objectives and post-delivery for project sustainment.

The value of these KPIs across projects should be reported to the Advisory Board as a key metric quantifying the value being generated by Citra Lab and, in aggregate, reported publicly (as the Malaysian MAGIC Innovation Centre does), to provide evidence of Citra Lab's effectiveness and success.

Impact on Sri Lankan public sector

Citra Lab was designed such that most of its impact was outwards focused. The value of Citra Lab is not purely in its own contributions to Innovation projects, but in how it trains, motivates and provides visible leadership in innovation to all of Sri Lanka's 1.1 million public servants.

Alongside Citra Lab's project work with public sector partners, the NextGenGov Fellowship programme has been the most visible aspect of its broader impact on the public sector. NextGenGov, as a flagship programme, has demonstrated success in intensively training innovation leaders, establishing a network across Sri Lanka and spread 'ripples' across public agencies where graduates of the programme have led projects, trained their teams in human-centred design and innovation practices and re-engaged Citra Lab for further impact.

However, as a flagship programme, NextGenGov is relatively expensive and directly impacts relatively few public servants. Across three years about 90 carefully selected public servants have completed the 5-day residential course and joined the network.

With NextGenGov now firmly established as a prestigious programme, and with the pandemic forcing public servants to more broadly adopt the internet in their work, it is recommended that Citra Lab extend the program with short and cheap courses to scale its impact to tens of thousands of public servants.

Likewise, Citra Lab's team can only stretch so far and impact so many public sector projects at a time. However, the expertise the team has built across 15 projects, if shared, could have far reaching impacts on public sector innovation across Sri Lanka, the region, and the world.

As such it is recommended that Citra Lab redevelop the excellent 'How To' guide to public sector innovation in Sri Lanka it has already developed into a more comprehensive guide to assist public servants across the country to adopt human-centred principles, service design practices and to normalise innovation as a set of tools for effective public service.

Finally, NextGen Gov graduates have already begun receiving public sector awards for their program impact. However, Sri Lanka has not formalised a public sector innovation award, which many other jurisdictions have introduced. There is an opportunity for Citra Lab to take a leadership position in the creation of such an award, in partnership with the Sri Lankan Government and UNDP, potentially as part of the Sri Lankan government's support for innovative solutions. There are good models for such an award internationally and Citra Lab is well-positioned as an innovation authority to support the creation of this award,

which would then provide opportunities to further capture innovative activity across the public sector and integrate it into the innovation guide recommended for scaled impact.

Impact on Sri Lankan society

Citra Lab was originally established as a Social Innovation Lab, particularly to support the Sri Lankan government and UNDP's aligned goals to develop Sri Lanka as a nation, supporting economic empowerment and development and building capabilities across Sri Lankan society.

While many of Citra Lab's activities have been more centred on empowering the public service to leverage citizen-centric techniques, and hence have social impact, the HackaDev National Social Innovation Challenge programme, which pre-dates, but has been progressively integrated with Citra Lab, stands out as the primary vehicle by which Citra Lab has a broader social impact, directly with young people but with ripples across communities.

This programme is the largest run by Citra Lab in association with UNDP and has true national significance, impacting nearly 10,000 young people directly across the entire nation.

It is recommended that the HackaDev programme continue to grow and develop in the range of opportunities it provides. It was also recommended that its alumni and ambassador's programs be leveraged by Citra Lab to support other innovation projects and that a fellowship similar or aligned to the 'Code For' movement be established to have appropriate top talent from HackaDev support public sector innovation projects.

Finally, it is recommended that HackaDev's success with innovation challenges on Covid19, with UNICEF and others, be leveraged through development of a persistent online challenge mechanism that public and international sector actors could access to harness the skills of HackaDev's network, like challenge mechanisms established in the US and other nations.

Summary evaluation

- Citra Lab met the majority of goals under its original three objectives, with the exclusions of scaling programs as far as intended and incubation services, which have been provided within a social innovation context, not a public sector context. It is worth noting this was ambitious as public sector incubation has proven challenging globally.
- Citra Lab also appropriately internalised and considered UN Sustainable Development Goals within the context of its work and had significant impact on supporting gender diversity, particularly through the HackaDev program.
- The Lab has had a limited contribution towards Country Programme Document indicators and generally not worked in areas that would support whole-of-government activities, such as data sharing and monitoring.
- While intended to focus on policy innovation, Citra Lab achieved limited outcomes in this area, functioning primarily in service delivery innovation. This is similar to the experience in other jurisdictions, where innovation labs have found greater initial impact in government service delivery areas, which have been more open to innovation than policy areas of government.

Evaluation of Citra Social Innovation Lab 2017-2020

Flagship program impact
- The **HackaDev: National Social Innovation Challenge programme** is a stand-out programme, with a material national impact supporting youth entrepreneurship and business development, and meeting UN Sustainability Goals. While starting as a separate UNDP initiative, merging HackaDev with Citra Lab brought significant benefits.
- The **NextGenGov Fellowship programme** delivered visible impacts across the 90-odd public servant participants. It is a visible and aspirational flagship program delivering considerable value in building innovation capability and driving business to Citra Lab. However it is not easily scalable. Subsidiary programs should be developed from its elements to broadly raise innovation capability across Sri Lankan government.

Citra Process
- The Citra Process is a full project lifecycle innovation process, covering project identification through to evaluation. For the most part, it has delivered positive outcomes in focusing the work of the team towards appropriate innovation activities.
- The process is not well recognised outside Citra Lab and could be promoted as a methodology to broaden use and encourage Citra Lab engagement. The Process could use further refinement for **Identification**, **Handover** and **Evaluation** stages, which have not been as well implemented as other phases.

Innovation capabilities
- Citra Lab was evaluated against the average of three world-leading public sector innovation capabilities using a custom Innovation Capability Assessment Matrix developed from instruments used in other innovation reviews.
- The Lab ranked below world-leading practice on three of the four areas, **Governance**, **Capability and Capacity**, and **Outcomes**, but exceeded world-leading practice for **Relations** due to its strong engagement with government and other groups.
- Citra Lab was weakest in Governance, primarily reflecting a lack of annualised goals and evaluation framework, a lack of project selection governance and governance oversight.
- Next was Outcomes, reflecting inconsistent governance around Impact Realisation.
- Finally, under Capability and Capacity, Citra Lab had work to do on processes to structure projects, particularly for identification and evaluation and in using data in project management and delivery.

	Citra Lab	Average of three labs
Governance	2.7	3.8
Capability & Capacity	3.4	4.0
Outcomes	3.0	3.8
Relations	4.0	3.5

Citra Lab 2.0 direction
- The proposed course for Citra Lab 2.0 is well considered and largely agreed with in this report, with potential to set stretch goals for Outputs 1,2 and 5 that would further enrich the value Citra Labs contributed within Sri Lankan society.

Summary recommendations

This section summarised and integrated recommendations from this report into priority recommendations Citra Lab should consider. All are referenced to respective report sections.

Organisation

- Consider developing a formal triage approach for prospective work, with value and impact KPI thresholds to help guide project selection to maximise resource utilisation. *(Citra Process, Innovation Capability & SEER Recommendation)*
- Consider using the current Citra 2.0 opportunity to design and implement the overall approach to Impact Realisation and value KPIs for Citra Lab 2.0. Use the current Department of Motor Transport engagement as an opportunity to support this design, and test against prior projects, such as Parliamentary Visits. *(Citra 2.0, Outcomes, Dept Motor Transport, Parliamentary Visits)*
- Consider defining and agreeing on quantifiable Key Performance Indicators (KPIs) with partners during project identification, to support benchmarking, ongoing quantification of economic and social value during and sustainability post project. *(Innovation Capability*
  & Outcomes & SEER Recommendation)
- Consider integrating the Handover phase design into the Identification phase of the Citra Process to ensure a clear path to disengagement is defined, preserving value, continuity and sustainability for long-term engagement value. *(Citra Process)*
- Considering consistently benchmark the pre-project state for new projects and embedding measurement into the project process for ongoing validation that projects are attaining the required KPI levels. *(Citra Process & Innovation Capability & SEER)*
- Within the Citra Process, consider developing and implementing a formal post-project evaluation framework to validate lasting value and success based on defined KPIs. *(Citra Process)*

Advisory Board

- Consider reviewing the relationship between Board and Citra Lab to ensure the Board is providing strategic steering of Citra 2.0 goals with metrics and framework for goal and value tracking. *(Governance)*
- Consider introducing a formal process for Citra Lab to report project economic and social values based on KPIs to the Advisory Board and, in aggregate, publicly. *(Citra Process)*

Program

HackaDev

- Consider keeping HackaDev closely aligned and partially integrated into Citra Lab, leveraging the alumni and ambassador network to add value on projects. *(HackaDev & Relationships)*

- Consider developing a fellowship program to bring outstanding young innovators into Citra Lab to work on government projects, funded by project partners. Reference the 'Code for' movement as an example. *(HackaDev & Relationships)*
- Consider establishing a permanent challenge infrastructure for Sri Lanka similar to the US's Challenge.gov. Source initial funding from organisations supporting citizen-centric platforms and charge cost recovery fees to agencies using the platform to defray costs. *(HackaDev)*

NextGenGov
- Consider implementing measurable and reportable KPIs for all NextGenGov participant projects to support Citra Lab to evidence value delivery and programme investment.
- Consider providing structured participant support during project implementation and provide additional participant certification on project completion.
- Consider extending the program with short and cheap innovation courses (online and face-to-face) alongside the premium 5-day residential program to scale impact to more public servants. While preferable to collaborate on design with SLIDA or other government bodies, Citra Lab has the credentials to start quickly now and collaborate later.
- Consider co-founding an annual Innovation Award for the Sri Lankan public sector with an appropriate government entity.
- Develop current 'How To' guide into more comprehensive patterns and a playbook for innovation within a Sri Lankan public sector context, using Citra Lab project expertise as examples. Consider selling/distributing globally as a support tool for other nations.

Other
- Develop and maintain a central power map of Citra Lab connections, networks and relationships to support ongoing management of relations in the advent of staff turnover and accelerate identification of partner opportunities. *(Relationships)*

Background

UNDP Sri Lanka commissioned Craig Thomler, a digital governance and innovation specialist from Australia, to undertake an evaluation of the Citra Social Innovation Lab (Citra Lab).

As a first-generation UNDP Social Innovation Lab, UNDP wished to undertake a 'stocktake' of the Lab's operations to-date to help understand which of its activities, methodologies and processes have achieved the joint objectives of UNDP and the Sri Lankan government, and which have not succeeded, or could be further improved.

This Evaluation was based on the following inputs (Refer **Appendices A-C**):

- 19 interviews with the Lab's Advisory Board, staff, management, project partners, stakeholders and participants in flagship programs, NextGen Gov and HackaDev,
- Desktop review of 50+ documents, spreadsheets, videos and images pertaining to Citra Lab program and project activities,
- Desktop review of Citra Lab's website (citralab.lk) and social media footprint,
- Innovation capability analysis of Citra Lab against three world-class public-facing innovation capabilities leveraging an Innovation Capability Matrix (refer **Appendix D**).

Citra Lab

Citra Lab was Sri Lanka's first Social Innovation Lab.

It was established in September 2017 as a joint initiative between the Sri Lankan State Ministry of Skills Development, Vocational Education, Research and Innovation (then Ministry of Science, Technology and Research) and the United Nations Development Program (UNDP) Sri Lanka.

Citra Lab applies systems thinking to challenges facing Sri Lanka governments and citizens to develop innovative and transformative solutions.

The Lab, staffed full-time by a small (9 person) team of specialist UNDP officers, has undertaken more than 15 projects with various levels of Sri Lankan government and the community.

> **'Citra Lab uses human-centred design and foresight and innovation tools to prototype and test development solutions to ensure they are agile and holistic before nation-wide implementation. Citra facilitates conducive environments to approach problems from different perspectives and delivers comprehensive and sustainable development solutions.'**
>
> **www.Citralab.lk**

Citra Lab has worked with a variety of public and private sector partners to deliver on a diverse set of challenging project goals. It leads the design and delivery of the NextGen Gov

program to upskill Sri Lankan government officials with innovation mindsets, skills and tools, resulting in the establishment of a strategic innovation network with approximately 90 Lab-trained public sector innovators across Sri Lanka government.

Citra Lab has been increasingly involved in implementing the HackaDev National Youth Social Innovation Development program, in partnership with UNDP.

HackaDev supports thousands of young Sri Lankans across all the country's 25 districts to consider entrepreneurship and innovation within their future career opportunities.

This has also resulted in the formation of an extensive network of past participants that are increasingly supporting scaled delivery of the program.

Evaluation methodology

Evaluation of an innovation capability is a complex area as the design thinking and agile techniques commonly used in innovation often do not conform to traditional project measures and evaluation approaches.

Direct project outputs or outcomes are often an inadequate measure of innovation lab impact.

As innovation capabilities such as Citra Lab lead or contribute to a range of diverse projects and flagship programs (where ownership rests with other entities), there are indirect impacts such as mindset and culture change to be considered.

Innovation labs also differ enormously in their purpose and longevity. Some are project-based initiatives established for a few years to achieve specific transformational outcomes, others are enduring capabilities with a broad open agenda of stimulating change amongst a cohort.

They may focus on different innovation stages. Some excel at ideation and hand ideas to other teams for iteration and commercialisation. Others focus on experimentation and prototyping. A few operationalise innovation through supporting other business units or organisations.

As such, no standard global evaluation approaches have emerged for innovation labs, although certain conventions apply:

- Capabilities should be assessed against the goals they were established to deliver against;

Evaluation of Citra Social Innovation Lab 2017-2020

- Capability use of innovation tools, processes and techniques should be assessed against best practice methodologies (such as Design Thinking and Agile);
- Project impacts should be assessed broadly, considering 'halo' effects on innovation adoption, velocity and maturity across partners and stakeholders; and
- Project success metrics should be considered last – an innovation capability that meets its goals by positively transforming how an industry, sector or country defines and generates value, may not necessarily excel at the traditional success metrics for in-house projects.

In formulating the evaluation approach for Citra Lab, consideration was given to evaluations previously conducted by the Consultant for Australian public sector innovation capabilities.

This included:
- the holistic **Innovation Readiness of the Victorian Government**, conducted in 2013 for the Victorian Department of Premier and Cabinet;
- **evaluation of five innovation capabilities** across Australian state and federal public sector organisation (2018-2020), leveraging a prototype *Innovation Capability Matrix*.

Consideration was also given to the evaluation processes developed for, and used by:
- **Northern Ireland ILab** (tandfonline.com/doi/pdf/10.1080/09540962.2019.1592920)
- Uruguay's **Public Innovation Lab** (ippapublicpolicy.org/file/paper/5d08cc9489f87.pdf)

The approach was further informed by the *Mapping Public Sector Innovation Units in Australia and New Zealand* report (medium.com/the-policy-lab/what-you-need-to-know-about-public-sector-innovation-labs-in-australia-and-new-zealand-7e3f7349f931).

This report provides an excellent cross-sectional analysis of Australian and New Zealand public facing Innovation capabilities. While only lightly touching on comparative evaluation, this report provided references useful for establishing baseline capabilities, activities and investment levels for sustainable public facing and public sector Innovation Labs.

Previous measurement systems developed for public sector innovation evaluation were also considered and informed design of the approach for Citra Lab:
- *Measuring Public Innovation in the Nordic Countries (2011)* (researchgate.net/publication/260793904_Measuring_Public_Innovation_in_the_Nordic_Countries_-_Final_Report)
- *European Public Sector Innovation Scoreboard (2013)* (op.europa.eu/en/publication-detail/-/publication/fe2a3b4b-3d7e-444d-82bc-790a0ab33737)

Finally, references from the OECD's *Observatory of Public Sector Innovation* (oecd-opsi.org) were considered in the design of the evaluation approach, including the following case studies:
- **Service Innovation Lab** New Zealand (oecd-opsi.org/innovations/the-service-innovation-lab/)
- **GovTech Lab** Lithuania (oecd-opsi.org/innovations/govtech-lab-lithuania/)
- **Social Foresight Lab** Germany (oecd-opsi.org/innovations/social-foresight-lab/)

Approach

The evaluation approach incorporated qualitative and quantitative elements to capture the broader social and economic impacts of Citra Lab, as well as consider specific project outcomes for agency partners and the effectiveness of flagship programs implemented by the Lab. This included the programs NextGen Gov and HackaDev.

Interviews

Nineteen interviews were held involving a range of stakeholders to explore different facets of Citra Lab's alignment with its overriding goals, culture, operations, and delivery expertise. (For the full list of interviewees and model questions refer to **Appendix B**).

Project and program assessments

Six of the Lab's projects plus the *HackaDev* and *NextGen Gov* flagship programs (refer **Projects for full review** in **Appendix C**) were selected for review in detail.

These were conducted via interviews and project documentation reviews to understand and assess how Citra Lab selected, collaborated, delivered, and realised impacts in alignment with its defined objectives, the UN Sustainability goals, CDP goals and Sri Lankan government goals.

Innovation Capability Assessment Matrix

An *Innovation Capability Assessment Matrix* was developed from instruments used in other innovation reviews to 'place' Citra Lab's innovation capabilities and identify key areas for improvement and growth (refer **Appendix D**).

Three other public-facing innovation capabilities (from Australia, Canada and Malaysia) were ranked, and their scores averaged, as a comparison for Citra Lab.

Details of this assessment are in the **Innovation Capability Assessment** section of this report.

Timeline

Evaluation activities took place over the following timeline:

Phase 1 (4-6 Jan 21):   Initial desktop review / inception report

Phase 2 (7-31 Jan 21):   Interviews / project documentation collation

Phase 3 (Feb 21):   Evaluation and report

Performance against primary objectives

This section analyses how well Citra Lab has met the three primary objectives defined for the Lab at its initiation, based on information collated through the evaluation process.

It was kept brief as it evaluates Citra Lab's past state, focusing on lessons to take into Citra 2.0.

Performance against Objective 01

Citra Lab has done an excellent job in establishing a safe space for experimentation, an innovative mindset and an appetite for innovation within its team.

The Lab has successfully contextualised a range of proofs-of-concept for partner agencies and had a positive impact on the willingness of government agencies to experiment and innovate.

However, the Lab has not scaled programs to the degree outlined in Objective 01.

> **Objective 01 - Promote experimentation in government:**
> - **Managing Risk Aversion**
>   - The lab as a safe space for experimentation
>   - Contextualized proof-of-concepts
>   - Identify positive deviance
> - **Onboarding Innovative Mindset**
>   - Tangible toolkits
>   - Innovation checklist
>   - Fellowships and secondments
> - **Building Appetite for Innovation**
>   - Take initiative
>   - Innovation challenge for civil servants
>   - Incubation services
>   - Research on enabling factors

While NextGen Gov was successfully delivered three times, the Lab has not delivered on the fellowship and secondment vision, and incubation services have only been provided within a social innovation context, not within a public sector context. It is worth noting with hindsight that this latter goal was highly ambitious as incubation has proven challenging within public sectors globally.

While Citra Lab has developed a 'How To' for public servants seeking to adopt more innovative practices, there is more that could be done to provide toolkits and innovation checklists. Now Citra Lab has three years of project delivery, more sophisticated recipes and patterns for successful innovation within the Sri Lankan public sector could be developed.

Citra Lab does not appear to be resourced to support behavioural insights to encourage innovative behaviour despite considering positive deviance identification in the first objective.

Overall Citra Lab achieved the baseline but did not fully capitalise on the goals of Objective 01.

Evaluation of Citra Social Innovation Lab 2017-2020

Performance against Objective 02

Citra Lab has established a strong and well-regarded facilitation capability over the last three years.

This has helped the Lab to build access and credibility and has led into significant opportunities to impact thinking and introduce user centred design into senior lexicons.

> **Objective 02 – Facilitate:**
> - **Coordinate Initiatives**
>   - cross-ministerial co-design workshop
>   - cross-ministerial innovation training
> - **Introduce the Unusual Suspects**
>   - Space for meetups
>   - Engage local partners
> - **Unlearn**
>   - Undo professional identity
> - **Getting the Most out of Collaboration**
>   - Good collaborations require good facilitators

It was unclear from the evaluation whether specific cross-ministerial co-design workshops or innovation training had been held, or whether Citra Lab had the capability to host meetups in its current space.

Overall, Citra Lab has been effective at facilitating and introducing innovation and collaboration across ministries via the NextGen Gov program, the Education Taskforce and other initiatives and has largely successfully met Objective 02.

Performance against Objective 03

Citra Lab has successfully introduced methodologies to harness citizen-centred solutions. These have focused on supporting agency-led programs rather than citizen-led discovery and project design.

> **Objective 03 - Harness citizen-centered solutions:**
> - **Getting Feedback**
>   - Open house
>   - Heart-to-heart
> - **Connecting Government Initiatives with Citizens' Needs**
>   - Platform for citizen participation

This has been a challenging space for many innovation capabilities and citizen engagement service providers.

While there is significant benefit in speaking to citizens to understand a problem space, government institutions have, for the most part globally, failed to effectively adopt and manage these approaches successfully to delivery. This is a systemic challenge for governments focused on 'doing for' or 'doing to' citizens, as they have not yet fully evolved structures to support modern citizen-led innovation.

A platform for citizen participation was a sound idea. Similar platforms have been implemented in numerous countries. In almost every case they were championed, led, funded and developed by government on behalf of citizens, rather than a concept championed from outside government.

Given Citra Lab was co-supported by a Sri Lankan Ministry, there was some prospect of this platform advancing. However, the highest probability of success would come from the Ministry owning and driving the concept. The challenge of funding such a platform in a country with relatively low internet penetration and adoption, adds a significant additional barrier.

This was an ambitious Objective, but the work done by Citra Lab to normalise user-centred design and introduce citizens as a voice in public service design has helped lay firm foundations for further progress and is comparable to the achievements of other nations.

Performance against secondary objectives

This section analyses whether Citra Lab met secondary objectives defined for the Lab at initiation, based on information collated through the evaluation process.

It was kept brief as it evaluates Citra Lab's past state, focusing on lessons to take into Citra 2.0.

Supporting the UN's 17 Sustainable Development Goals, specifically considering 2020 in light of COVID-19 limitations and opportunities

The evaluation of Citra Lab evidenced that the Citra team have internalised the Sustainable Development Goals and consider them appropriately within work undertaken by the Lab.

Discussion and review of projects undertaken by Citra Lab highlighted that the areas the team has worked in related most closely to the following goals:

- **Goal 3: Good health and well-being**
- Goal 4: Quality education
- Goal 5: Gender equality
- Goal 8: Decent work and economic growth
- Goal 9: Industry, Innovation and infrastructure
- Goal 10: Reduce inequality
- Goal 11: Sustainable cities and communities
- Goal 15: Life on earth

NextGenGov Fellowship Programme	Goal 5, Goal 10
Supporting SLIDA's transformation into a centre of excellence for public sector learning and development	Goal 4, Goal 8
HACKADEV: National Social Innovation Challenge	Goal 4, Goal 5, Goal 9, Goal 10
Digital Economy Strategy	Goal 9
Sri Lanka Tourism Development Authority (SLTDA)	Goal 9, Goal 11
The Presidential Task Force on Sri Lanka's Education Affairs	Goal 4
Support to the Health Promotion Bureau during the covid-19 pandemic	Goal 3
A citizen-centred service at the Department of Motor Traffic (DMT)	Goal 9
Colombo Development Dialogues	Goal 8, Goal 9, Goal 11
ShaRe Hub: a disaster response management system	Goal 11, Goal 15
Mozzapp: engaging citizens to eradicate dengue	Goal 3, Goal 11
Nipuni: A Platform for Skills	Goal 4, Goal 9
Engagement with the Colombo Municipal Council on solid waste management	Goal 11, Goal 15
Systemic design intervention on waste Management with the Regional Innovation Centre and Alberta CoLab	Goal 11, Goal 15

Attention to gender diversity and disability/accessibility consideration, reach and impact.

It is the view of the Consultant that Citra Lab has had significant impact on supporting gender diversity, particularly through the HackaDev program. This program has normalised both female participation and female mentors and expert presenters. The program has also begun supporting disabled people, although this remains in its infancy.

The NextGen Gov program also supported gender diversity within the public service and has the potential, at scale, to increase this impact significantly.

Contribution towards Country Programme Document indicators, particularly in supporting progress towards target goals from 2018 baselines:

- **Establishment of a national SDG baseline and identification of data gaps**
- **Existence of policy and system for data sharing across government institutions**
- **Existence of an overall (SDG-based) monitoring and analytical framework**
- **Number of multi-stakeholder dialogues, including CSOs advocating gender equality, organized & linked to SDG-based development planning at national and subnational level**
- **Establishment of a policy innovation lab for sustainable development solutions**
- **Number of initiatives facilitated with the Government incorporating South-South cooperation**

Citra Lab has had a limited impact on most of these areas over the last three years and generally has not worked in areas that would support some of the whole-of-government activities, such as data sharing and monitoring.

As discussed in the last two areas, Citra Lab has made positive contributions to gender equality, primarily through the HackaDev and NextGen Gov programs. Citra Lab is well positioned and staffed to continue to both be an exemplar and to support these initiatives across Sri Lanka.

While it was intended to be the policy innovation lab detailed in these country goals, it has achieved limited outcomes in this respect. The Sri Lankan Government is more engaged with Citra Lab as an innovation capability supporting service delivery initiatives.

Globally across governments, policy innovation labs have tended to follow the normalisation of service delivery innovation labs – and are still yet to be firmly normalised in many jurisdictions.

Considering the success of Citra Lab to-date it may be possible to begin making more steps into that space now in Sri Lanka, potentially as a subsidiary or additional capability tied to Citra Lab in the first few years.

Programs and projects spotlights

HackaDev: National Social Innovation Challenge programme

Background

HackaDev is a national umbrella programme focused on improving leadership, innovation and entrepreneurship capacities of young people across Sri Lanka.

Conceived in 2015 initially as a two-day hackathon run by two-part time staff, the HackaDev and Citra teams began as 'siblings' and are largely co-located in the same office with most of HackaDev's now 6-person team engaged via Citra Lab and working on other Lab projects during downtime. HackaDev calls on additional Citra Lab resources to implement the programme.

Increasingly, HackaDev appears positioned as a flagship programme for Citra Lab, despite slightly separate origins.

This is a positive and valuable alignment. Citra Lab's broader canvas of work allows HackaDev to have a permanent team across the year to maintain continuity of planning and knowledge, whereas Citra Lab benefits from accessing the skills of HackaDev organisers and participants, which align to the social innovation goals and aspirations of the Lab.

The HackaDev program is continually evolving and improving with new features and has progressively scaled up to impact over 8,000 young people over its existence.

The range of activities, training and events under the HackaDev programme has expanded to support various diversity groups (e.g. young mothers) and tackle serious issues (e.g. sexual & gender-based violence).

Evaluation of Citra Social Innovation Lab 2017-2020

HackaDev 'proper' consists of an innovation challenge, structured as a crowd-sourcing exercise for sustainable development solutions. It now forms the premier platform for young people with ideas for an enterprise that has significant social impact within the broader framework of the Sustainable Development Goals. The program by design fosters diversity, with 1500 females and 1900 males participating in 2019 across all Sri Lankan districts.
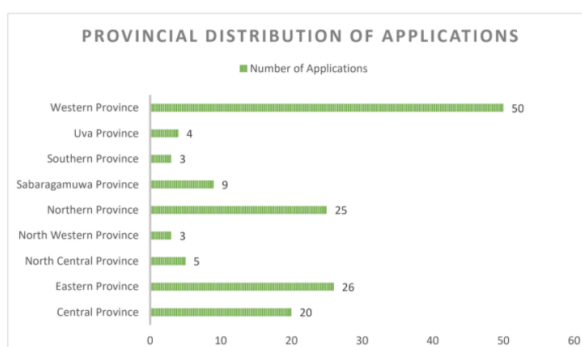
HackaDev also has a learning and skills academy, delivering a collection of learning offerings, and is supporting early-stage enterprises through seed funding and incubation support.

HackaDev also established an alumni network and ambassador program in early 2020 which, while impacted by pandemic lockdowns, is growing to become a significant network supporting young people to become community, and potentially national, leaders while promoting entrepreneurship, diversity and ability.

Both UNESCO and WHO have leveraged the HackaDev network to run challenges, and there is significant opportunity to leverage the growing network to foster social and economic improvements that support Sri Lanka as a whole.

A benefit of the HackaDev programme is that it can be rapidly activated to support in national and regional challenges. For example, with the emergence of Covid19 as a significant global pandemic, the HackaDev team, working with UNDP, commercial and government partners, were able to rapidly design and implement a national Innovation Challenge as a platform for Sri Lanka innovators to put forward solutions to help

PROVINCIAL DISTRIBUTION OF APPLICATIONS

■ Number of Applications

Province	Number of Applications
Western Province	50
Uva Province	4
Southern Province	3
Sabaragamuwa Province	9
Northern Province	25
North Western Province	3
North Central Province	5
Eastern Province	26
Central Province	20

the country manage the pandemic. With a prize pool of LKR 1 million, with up to LKR 100,000 available to be granted to any team to further develop their solution.

Designed and promoted in less than six weeks, the Challenge attracted 145 ideas over four weeks, of which 16 received grants.

Ideas receiving grants ranged from technical solutions such as improved air filtration devices and touchless faucets through to social solutions such as a 'Friend in Need' for supporting people isolated due to lockdowns and a study buddy platform for school children, as well as a community-based tracing solution and low-cost low-tech hand sanitizer made from toddy, a local alcoholic drink made by fermenting the sap of the coconut's flower.

Findings

HackaDev has grown to be a very impressive national program with significant positive impacts on the lives of participants and their communities.

The introduction of alumni and ambassador program allows HackaDev to become closer to self-sustaining, with former participants increasingly involved in supporting programme activities within a framework managed through the HackaDev team within Citra Lab.

There is strong alignment between Citra Lab and HackaDev and the current approach of gradual integration makes sense, as it allows a permanent team to carry forward the HackaDev philosophy under the social innovation purpose of Citra Lab. Simultaneously it provides Citra Lab a national network of young social innovators and local community connections, bringing government project partners additional value in terms of both positive engagement and innovative ideas as they seek to transform service offerings and policy.

Recommendations

- The HackaDev programme should remain closely aligned and partially integrated into Citra Lab, with the alumni and ambassador network leveraged to add value on projects.
- Where feasible, Citra Lab should consider running a fellowship program to bring outstanding young innovators into Citra Lab to work on government projects, funded by the project partner, to bring additional perspectives, support closer connections between government and local communities and to extend Citra Lab resources.
- The HackaDev programme within Citra Lab should look at establishing a permanent challenge infrastructure, leveraging the HackaDev name to formalise the various challenges conducted on behalf of partners into a framework providing an ongoing challenge option for Sri Lankan government. This could be similar to US Challenge.gov. Initial funding could be sourced from organisations encourage citizen-centric platforms and a cost recovery (plus) fee charged to agencies using the platform to defray costs.

NextGenGov Fellowship programme

Background

The NextGenGov Fellowship programme was designed to help embed innovation thinking across the Sri Lankan public service by immersing participants in a five-day residential user-centred design course. Participants were expected to implement learnings by designing and conducting a project in their agency. They remain connected to Citra Lab through an alumni network to share knowledge.

The NextGenGov programme was codeveloped by Citra Lab with the Ministry of Public Administration and Law and Order, Sri Lanka Institute of Development Administration (SLIDA), the Presidential Secretariat, and with technical support from Nesta, a UK based innovation capability.

Participants are selected through a competitive process, involving both a written application and an extensive interview, and must have spent 5 – 20 years in the public service. This was designed to capture career public servants open to innovation thinking and improving citizen outcomes.

During the residential program participants speak with government Ministers, former senior public servants and previous participants and learn from service design practitioners from Citra Lab and external experts, gaining access and insights.

The programme is open to all levels of Sri Lankan government. Expenses are covered such that agency sponsorship or personal investment is not a limiting factor for application. There are efforts to ensure a diverse group is selected, across locale, age, seniority, and gender to foster diversity and out of an understanding that a more diverse group with broader perspectives expands the learning process and produces better outcomes.

Citra Lab offers some limited support and advice to participants as they carry out their nominated projects, and alumni have received agency or national awards for their impact.

The program has run three times, producing approximately 90 alumni.

Findings

The NextGenGov Fellowship is one of the most visible ways in which Citra Lab is collaborating with Sri Lankan government to adopt new ways of thinking and improving public sector outcomes.

While disrupted in 2020 by the pandemic, the programme has motivated a cadre of career public servants to leverage innovative approaches to generate real change, evidenced by the programs carried out by graduates.

The alumni network has begun to deliver real outcomes. A participant interviewed for this evaluation listed two occasions where they had used the network to achieve positive health and wellbeing outcomes for citizens in a matter of days, which would have taken months or have been infeasible through traditional channels.

While anecdotal evidence suggests NextGenGov Fellowship is effective, it appears to be inefficient, having only graduated 90 public servants over three years (out of approximately 1.1 million Sri Lankan public servants) via a relatively expensive residential program. Now approach is proven, Citra Lab should consider ways to scale its impact.

Recommendations

- Citra Lab should consider approaches to scale the NextGenGov Fellowship program by making the residential program the top tier of a set of innovation training programs, adding less costly and involved alternatives - potentially as profit generating courses.
  - This could include lower tier programs involving online courses of two to 40 hours duration to provide local language and English training on systems thinking, service design and user centred design approaches and how and why to apply them.
  - Higher tiers could include half, one- and two-day face-to-face programs focusing on innovation mindset and how to apply it within a public sector context. These courses could be delivered for an agency or across agencies based on demand.
  - While it would be preferable if these courses could be collaboratively designed with SLIDA or other agencies, Citra Lab should not wait for endorsement or co-sponsorship. Citra Lab has sufficient prestige and track record to begin offering these courses with the goal of impacting 10s of thousands of Sri Lankan public servants each year.
- Alongside these programs, Citra Lab could more fully develop its 'How To' guide into a series of 'patterns' or 'recipes' for innovation and how to apply then within a Sri Lankan public sector context. Citra Lab's experience delivering projects could be mined to provide examples of how to leverage innovative methods and user-centric approaches contextually within agencies.
- The flagship NextGenGov Fellowship programme should continue to be offered as a five-day residential program as the peak aspirational 'tier'. Alongside the application process, the programme could also be offered to individuals completing lower tier courses, as a pinnacle course to embed user centred design approaches.
- It was unclear during evaluation whether Citra Lab had a formal framework for providing support to NextGenGov Fellowship programme graduates while implementing projects in agencies, or if there were NextGenGov certification attached to project completion.
  - It is recommended that Citra Lab ensure there is a formal support for NextGenGov participants during project implementation. This could include an accountability coach, regular check-ins and advisory as required to maximise likelihood of success and prompt further projects.
  - It is also recommended that NextGenGov participants are provided with certification on completion of their agency project. The goal would be to reward effort, as learnings from an unsuccessful project can be more influential than those from a successful one.
- Citra Lab uses several case study projects to exemplify the positive outcomes of the NextGenGov programme, however expresses these anecdotally rather than in terms of KPIs achieved or economic and social value. It is further recommended Citra Lab require all agency projects have formal KPIs that can be measured and reported, both to help participants to focus on project goals and to allow Citra Lab to quantify NextGenGov program impact through project value delivered.
- Finally, Citra Lab should consider cofounding an annual Innovation Award for the Sri Lankan public sector with an appropriate government entity, drawing from similar

awards held in the UK and Australia. This would create a competitive element for agency heads and personnel to encourage them to consider more innovative projects in the future.

- o The Innovation Award would take nominations from agencies as to innovative activities or projects undertaken and outcomes achieved. As Citra Lab may be involved in some of these entries, the awards should be judged by an independent board. Australia's approach is a two-step model to consider - www.act.ipaa.org.au/innovation-awards.
- o Awards should be presented by the Sri Lankan President, Prime Minister, UNDP Resident or similar dignitary to represent the best of innovation across Sri Lankan government.
- o The finalists in these awards should have their entries written up as case studies and compiled as a publication which can be shared online and in written form in Sri Lanka and potentially internationally. It could also potentially be integrated into the platform of innovation 'recipes' previously discussed.
- o The evaluation Consultant has considerable experience with the Australian awards and is open to workshopping the design with Citra Lab.

Department of Motor Transport Engagement

Background

At the request and recommendation of the Ministry of Higher Education, Technology and Innovation, and with the approval of the Ministry of Transport Services Management, Citra Lab was asked to assist in re-engineering and piloting a new process for obtaining and renewing driving licenses.

When the Sri Lankan government changed and new leadership stepped into the Department of Motor Transport (Department), Citra Lab presented their analysis to the Department's Commissioner. The Commissioner found the report extremely valuable and that Citra Lab's work had improved staff productivity and customer satisfaction. He asked Citra Lab to support his reform agenda and has become a significant advocate for their work.

Citra Lab subsequently supported the Department to redevelop its website and social media and led development of the Department's new 5-year plan. Currently a four-year agreement is in place for Citra Lab to continue supporting the Department with citizen engagement and service design until 2024. When asked in his interview why the Commissioner was willing to continue working with Citra Lab, he stated "*We want to change our customer experience to improve our customer satisfaction. Citra are human-centric and want to help customers. We are very collaborative as is Citra, there is a strong alignment.*"

Findings

As a current Citra Lab project, the work with the Department was reviewed as it validates that Citra Lab's human-centred collaborative approach is resonating with senior public servants and delivering positive outcomes for agencies.

The project demonstrated the Citra Lab's team's adaptability and flexibility, in moving engagement from a process re-engineering exercise, through a website redevelopment, and business strategy engagement, with a common thread of working collaboratively and with the user (citizen or staff) at the centric.

Citra Lab also evidenced the quality and impact of their work in simultaneously raising staff productivity and customer satisfaction in the eyes of the agency, while convincing new leadership that Citra Lab was a good partner for further projects.

Having converted the Department's leadership into an advocate, the project has stimulated additional requests for Citra Lab to assist, demonstrating that the Lab is capable of generating ongoing work given the right relationships and environment.

Recommendations

- Citra Lab should take this opportunity and clear effectiveness measures around customer satisfaction and staff productivity as the basis for building out its value and impact quantification model with a friendly agency.
  - For example, if Citra Lab can evidence an X% increase in customer satisfaction from prior to the implementation of the re-engineered process and a Y% increase in staff productivity, these can be used as an initial threshold model for estimating the value Citra Lab's approach should generate for other agencies (noting this will need evaluation project by project to verify).

Parliamentary Visits: User-Friendly Visiting Process for The Parliament Complex

Background

The Sri Lankan Parliament receives up to 1000 visitors a day, many of whom come to tour the building rather than for official business.

Visits to the Parliament by members of the Citra Lab team in 2018 indicated that entry processes were time-consuming and complex. After conducting an initial analysis and user journey maps capturing pain points in some of the entry processes, Citra Social Innovation Lab approached key Parliamentary officials,

presented their analysis and asked if they could undertake further analysis of the existing
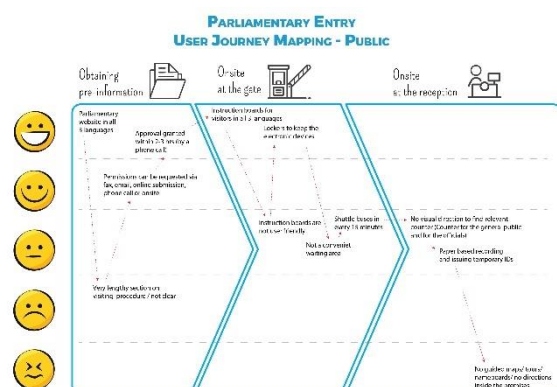
system in order to work with Parliamentary officials to co-design a more effective access system.

This was well received by Parliamentary officials, and Citra Lab, together with students from the University of Colombo undertook a number of research visits to Parliament to collect user insights and interview staff.

This process identified a number of challenges for easy and secure access, such as challenges in verifying identities and limited and text heavy signage.

The team presented back to Parliamentary officials with suggestions on how to progress to improve entry systems.

Findings

This was selected for a spotlight as one of the earlier and more proactive projects conducted by Citra Lab, with the Lab team identifying, analysing and then bringing the challenges to the attention of the responsible agency.

The project also demonstrated how Citra Lab could involve adjunct resources, in this case via Colombo University, to extend Lab resourcing and the reach of user centred design thinking.

While the evaluation did not explore the end outcome, implementation of a new system to streamline identify verification and entry to Parliament, the project provides a basis for how Citra Lab can measure economic and social impacts more actively in its projects.

Recommendations

- Citra Lab initiated this project on the basis of a visible problem, evidencing this to Parliamentary officials via demonstrating the deficits in the process. At this stage Citra could have analysed cost of entry, considering the average time staff committed to manually verifying and/or directing visitors, plus the average wait time of visitors arriving for a meeting. These could be translated into a monetary cost in wasted time and projected out to an annual figure based on current visitation levels.
- In the agreement to proceed with Parliamentary officials, one of the KPIs could have been defined as a reduction in the average verification and wait times as a dollar saving, and projected out as an efficiency saving per day, week, month and year.
- At project completion Citra Lab could then have worked with Parliamentary Officials to measure the realised efficiency saving, due to reduced wait and verification times. This could be re-validated six or twelve months following the project to ensure that the change provided a sustained impact.
- Citra Lab could then use this efficiency saving, alongside similar metrics from other projects, to provide an overall view on the economic value it had generated for Sri Lanka.

Citra Process Review

Background

The **Citra Process** was developed as a high-level project methodology to support consistent and well-managed engagement with agency and other partners and stakeholders during projects.

It consists of seven stages that a project proceeds through, covering a full project lifecycle from Identification to Evaluation (per the image below).
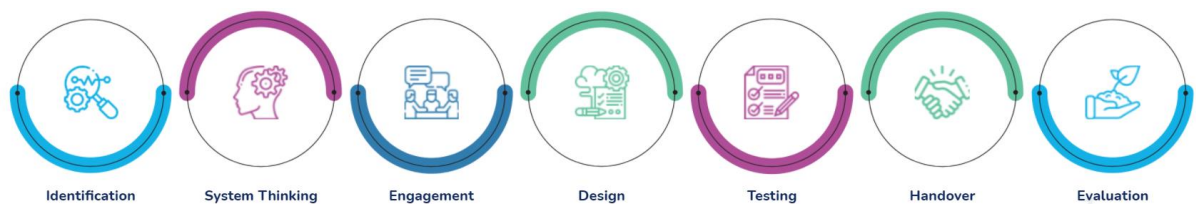
During evaluation interviews with Citra Lab staff, the Consultant asked relevant interviewees to detail the stages and processes applied on projects they had worked on. This helped to validate that the Citra Lab team largely held closely to the Citra Process in projects, with adaptations as required based on the project goals, partner processes and any overarching sponsor lens.

There were several projects where the project partner had pre-determined the solution they were seeking to some degree. This constrained the ability of the Citra Lab team to fully explore the problem and design the most relevant and effective solution.

Interviewees evidenced a number of ways they were able to work within this constrain but preserve the Citra Process by still conducting appropriate engagement and codesign and providing a set of recommendations alongside the pre-determined solution to support future expansion and further consideration.

Generally, outside of these constraints, the Citra Lab team evidenced a strong understanding of the Citra Process and how to apply it in various contexts.

However, in interviewing a project partner and NextGenGov participants, it was unclear whether there was external recognition that Citra Lab had a process it followed consistently.

Findings

From example projects provided and discussed by Citra Lab staff, it was clear the Citra Process was normalised and well understood within the Citra team and had supported project delivery.

Where there were inconsistencies in how the Citra Process had been applied due to project partner pre-defined views, Citra Lab teams were flexible to partner needs, still largely conducted the main steps and made sound attempts to introduce new thinking through system and design thinking activities.

Evaluation of Citra Social Innovation Lab 2017-2020

While the main project design and delivery activities were consistently applied, the evaluation found challenges in how Citra Lab performed **Identification**, **Handover** and **Evaluation** stages.

Identification

There was no evidence that during Identification Citra Lab applied a formal triage approach based on an outcome estimation method for any project to verify that a given project was a valuable use of Citra Lab resources.

Citra Lab did evidence proactivity in identifying opportunities to add value, such as for the Parliamentary Admissions project, and Lab staff interviewees mentioned certain project preferences the team looked for. However, there was no evidence of a formal mechanism or document that provided a guide assisting Citra Lab staff to deciding when and where to be proactive or how to assess (and triage) a request from a project partner.

In the view of the Consultant, this stemmed from the admirable 'can do' culture established at Citra Lab, their early emphasis on establishing credence via taking any project, and the initial terms of reference for the Lab. This does not specify a desired threshold of value or impact the Lab should strive for in projects.

Another outcome of this approach has been that Citra Lab has not had a focus on quantifying the value it delivers. This has led to the present situation where Citra Lab has a large body of anecdotal evidence of its effectiveness but cannot yet quantify this to support funding efforts.

A review of the Citra 2.0 approach suggests this remains a grey area. If unaddressed this would damage Citra Lab's ability to attract funding and define how project engagements are designed into the future.

Essentially it leaves Citra Lab in a position where it remains difficult to say 'no' to a project that would demand significant resources but deliver comparatively low value and, during that project, would make it difficult for Citra Lab to take on higher value and impact work.

Moving forward this could constrain the value Citra Lab delivers by focusing resources on lower value projects that requested assistance, ahead of projects or proactive opportunities to deliver higher levels of impact and value.

Handover

Limited evidence was presented during the evaluation of effective Handover of projects to project partners or other entities.

While external factors such as the pandemic and changes in agency leadership or focus are beyond Citra Lab's control, it was not evident that Citra Lab had an approach for designing effective handovers and there was little evidence available due to limited Evaluation to validate that this had and was occurring.

There was also little evidence that handovers were carefully codesigned with the project partner early in the project cycle to provide the best chance for project sustainability.

The best evidence of 'Handover' was in the HackaDev and NextGenGov programmes, however the responsibility was shared differently in these cases, with HackaDev participants owning their idea, and NextGenGov participants owning their project concept, with ownership being the key.

This less often applied for other projects.

Evaluation

Again, while external factors such as the pandemic and changes in agency leadership or focus are beyond Citra Lab's control, there was limited evidence of a consistent approach to post-delivery evaluation of projects, with clear checkpoints for project follow-ups.

Instead, Lab personnel appeared to be fully engaged and committed to the next set of projects with a 'fall forward' cultural bent.

While this activity-based management is to be expected in a young organisation such as Citra Lab, it poses a challenge for measuring the effective value the Lab has delivered, which in turn makes funding discussions more difficult.

Evaluation should not start at the end of the process; it needs to be considered from identification as discussed earlier regarding KPIs. As such evaluation should be integrated across the project and form part of the initial work agreement.

Recommendations

- Citra Lab should develop a formal triage approach on the work it wishes to perform and the value and impact levels that work needs to, at minimum, reach. This should be used in the consideration of all potential projects (whether requested or proactively identified) to identify whether and what level of support Citra Lab should provide to the project partner.
    - o This doesn't suggest a hard line, above which Citra Lab resources are all in, and below which Citra Lab would reject involvement, instead it can be used to design an engagement hierarchy whereby Citra Lab would more fully commit experienced resources to the highest value projects and provide a lower degree of support, whether fewer or less experienced staff, greater use of project partner personnel or support via training, coaching and milestone review.
- The Identification stage of the Citra Lab process should be used to identify and define quantified KPIs or SMART goals (Specific, Measurable, Achievable, Relevant, and Time-bound) in collaboration with the project partner.
    - o These KPIs would be applied as a metric during, at delivery and in post-delivery evaluations of the project to quantify the value realised from the project. This allows the project partner to better quantify the value and make a comparative cost-based case for further transformational projects and supports Citra Lab in calculating its economic and social value contribution.
    - o For example, in the Motor Transportation project reviewing the customer flows through a departmental office, goals could be set around the number of customers

served per hour, the satisfaction level of customers achieved, the rate of issues solved on first engagement, staff satisfaction with their own performance.

- o These can be quantified financially in terms of the time spent per customer and the throughput and staffing required to serve a given number of customers, as well as time savings for customers allowing them to go about other tasks in the day, providing an economic value score.
- Customer, staff satisfaction and other defined KPIs/SMART goals should be measured prior to any Citra Lab project initiation to establish a benchmark for comparison with post-delivery satisfaction and KPI performance. The same measurement approach should be used for benchmark and post-delivery, and the gain (or loss) noted for the project.
- All projects should establish both economic (cost/effort/resourcing) and social scores together then provides a sound foundation for ensuring project outcomes both economically valuable, and socially desired, noting that at times the project partner might aim to maximise one of these scores at the expense of the other for internal reasons.
- Citra Lab should integrate design of the Handover phase with the initial phases of each project to ensure there is a clear path to Citra Lab disengagement while preserving project value, continuity and sustainability.
  - o This Handover approach could also support Citra Lab's knowledge transfer goals by upskilling project partner staff such that they are able to continue to innovate and transform the partner's services and systems after Citra Lab personnel have moved on to the next project.
- It is also vital that Citra Lab develop a post-project evaluation framework to be applied across all (or at least most) projects to quantify and validate their lasting value and success.
  - o This framework would leverage the KPIs established during Project identification and should be agreed to by project partners as part of the project itself, not considered a separate activity.
  - o The evaluation metrics should be shared with the project partner and other stakeholders for Impact Realisation and to support the project partner to justify further transformative projects.
  - o The metrics would also become an important tool for Citra Lab to self-evaluate impact and provide funding partners quantifiable metrics to evidence the effectiveness of its work.
  - o This would feed back to the leadership and Advisory Board to provide a base for continuous evaluation of Citra Lab success and support future project identification and triage as well as validate or provide grounds for adjusting project processes.

Innovation capabilities assessment

An *Innovation Capability Assessment Matrix* was developed from instruments used in other innovation reviews to 'place' Citra Lab's innovation capabilities and identify key areas for improvement and growth (refer **Appendix D**)

Three other public-facing innovation capabilities (from Australia, Canada and Malaysia) were ranked, and their scores averaged, as an comparison level for Citra Lab.

This was deliberately designed to be aspirational, with other capabilities selected based on:
- having a focus on public facing innovation, similar to Citra Lab,
- serving public sectors with heritage in a Westminster-based parliamentary democracy similar to Sri Lanka's government,
- having been considered global exemplars in one or more areas of their activities,
- being in countries rated higher on the UN Human Development Index than Sri Lanka: Australia (8), Canada (16) and Malaysia (62) all ranking as Very High, compared to Sri Lanka (72) ranking in the High human development level,
- having, in most cases, some engagement with Citra Lab in the past in a training/advisory role.

The other innovation capabilities reviewed were:
- *Alberta Colab*, a formerly 'permanent' standing design team within the Department of Energy in Alberta Canada. Disbanded in March 2020 but considered based on its 2019 capability. (colab.alberta.ca/work/Pages/default.aspx)
- *BizLab*, a capability formed in the Australian Government Department of Industry, now redefined as BizLab Academy with a focus on upskilling public servants with innovation skills (industry.gov.au/policies-and-initiatives/bizlab-academy)
- The *Malaysian Global Innovation & Creativity Centre* (MAGIC), an agency under the Malaysian Ministry of Science, Technology and Innovation (MOSTI). (mymagic.my)

While individual scores for all innovation attributes were calculated for these capabilities, they have been represented in the *Innovation Capability Assessment Matrix* as an average to provide clearer and more concise aspirational levels to compare Citra Lab against.

Citra's scores were calculated based on the interviews and materials provided through this evaluation and tested with Citra staff to validate assumptions.

All scores are from one (1) to five (5), with one generally representing a non-existence or extremely ad hoc approach and five representing world leading practice.

Where incomplete information was available, a three was scored. This was noted in findings.

Overall innovation capability

	Citra Lab	Average of three labs
Governance	2.7	3.8
Capability & Capacity	3.4	4.0
Outcomes	3.0	3.8
Relations	4.0	3.5
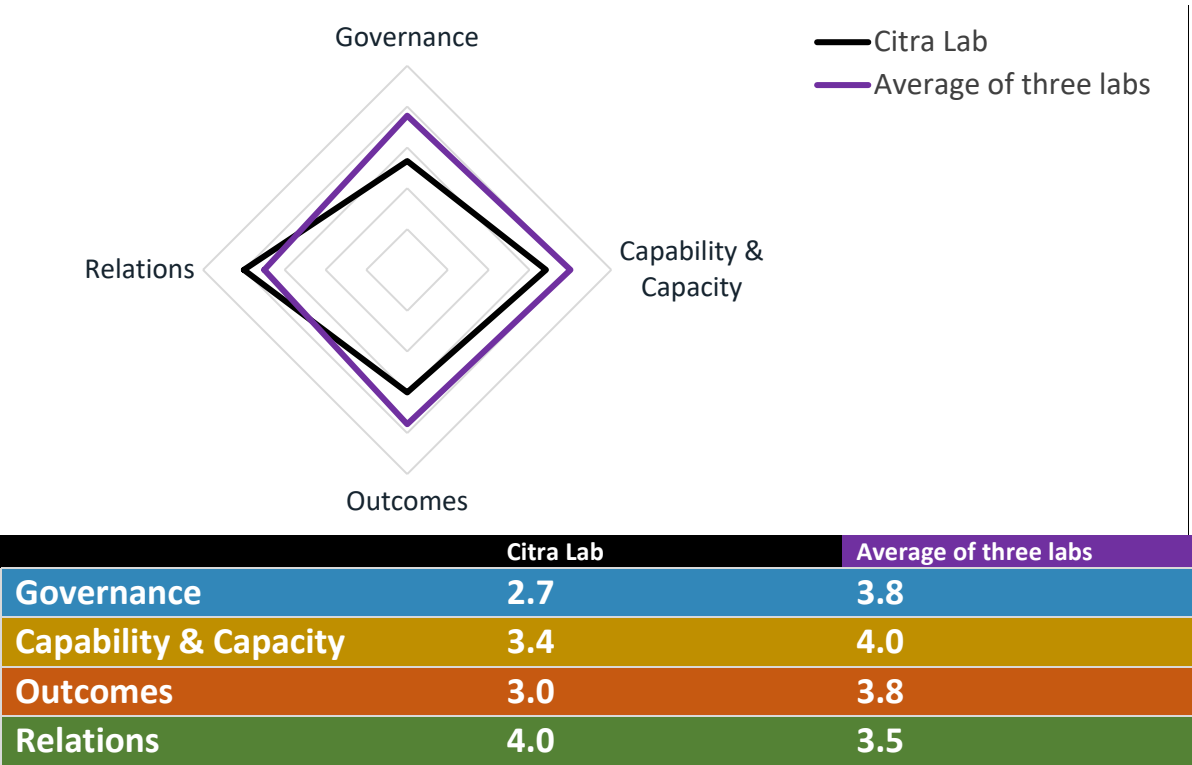
Findings

The assessment found Citra Lab ranked below world-leading practice on three of the four primary sections of the *Innovation Capability Assessment Matrix* and was world-leading in its approach to, and management of **Relations**, compared to the other three labs analysed.

This is particularly notable as the innovation labs Citra Lab has been compared against are all in nations ranked higher in the UN's Human Development Index, meaning Citra Lab is performing well above the level that would otherwise be expected.

Citra Lab was assessed as weakest in the **Governance** section and was also weak in **Outcomes**. These are explored below in respective sections, but overall reflect that Citra Lab does not have a formal project triage process in place to govern project selection for maximum value and alignment with Lab goals and does not have consistent methodology or governance for effective Impact Realisation.

This is understandable given the youth of the organisation and exploratory nature of its first three years of activity. Citra Lab has been working to establish itself as a viable partner for government, focusing on building relationships into and across government, stakeholders and potential funders and accepting every project it can to demonstrate activity and impact.

The Lab has not had the same degree of governance oversight or requirements from funders to validate its impact numerically through economic and social impacts and, as such, has followed the 'price signals' provided by its sponsors and governing board as a start-up.

The net impact, however, is while Citra Lab has significant anecdotal evidence of value delivery and strong and positive relations with government, UNDP and across stakeholders,

it does not have the same level of quantifiable evidence of the economic or social impacts it has delivered. This presents a challenge as Citra Lab moves into the next phase of its existence, Citra 2.0, and requires additional funding from non-traditional source.

Recommendations

- Moving forward Citra Lab should establish governance around project triage and resource allocation such that the Lab can validate that it is selecting projects where it can deliver significant quantifiable value, and that it can have scaled down alternatives for less valuable projects (such as via training/mentoring) to more efficiently allocate resources.
- Citra Lab should define and agree on quantifiable Key Performance Indicators (KPIs) with partners early in projects (during or following discovery/identification), such that benchmarking before and after states, and quantification of economic and social value can be undertaken at project completion and as sustainment activities post-completion.

Evaluation of Citra Social Innovation Lab 2017-2020
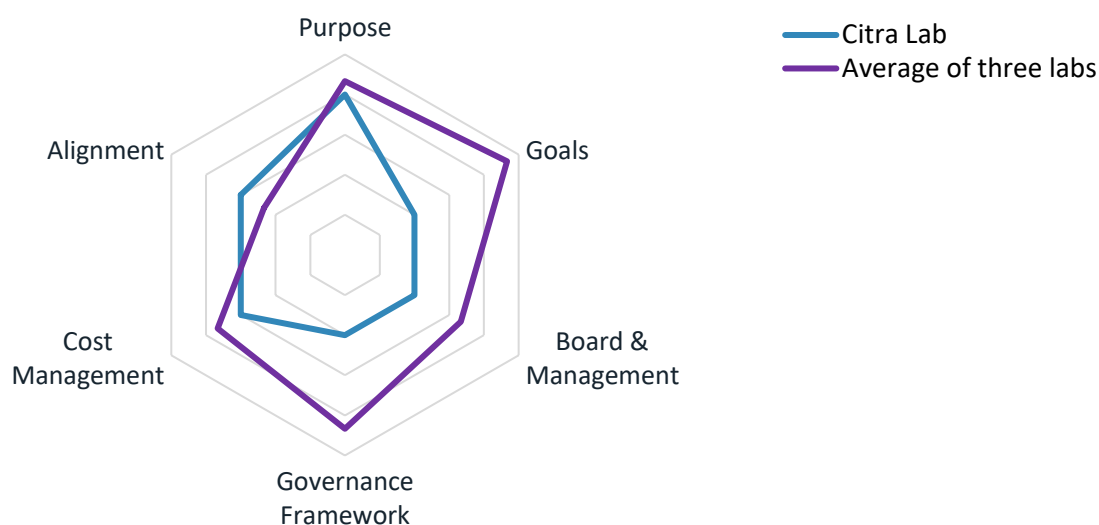
Governance

Governance		Citra Lab	Average of three labs
Purpose	Clearly defined and articulated purpose that is well understood	4.0	4.3
Goals	Appropriate goals are set, understood and measured at organisation, project and activity level	2.0	4.7
Board & Management	Clear and well-functioning management and governance oversight, systems, and controls	2.0	3.3
Governance Framework	Clear and well understood governance framework defining how decisions are made and reports are structured	2.0	4.3
Cost Management	Costs are identified, documented, monitored, and effectively controlled	3.0	3.7
Alignment	Operations and outcomes are aligned appropriately with UN Sustainable Development Goals and Country Development Priorities	3.0	2.3

Findings

Citra Lab evidenced a well-defined and understood **Purpose**, with team interviews and project documentation evidencing a consistent thread through work undertaken and how the team approached this work.

Similarly, the Citra Lab team and project approaches evidenced consistent **Alignment** with relevant UNDP and Country goals. It was evident alignment with these goals was taken very seriously and had been actively embedded in the culture and conduct of the team and in their project design and implementation approaches.

Despite the clearly articulated **Purpose**, the **Goals** supporting this purpose were more fluid and less defined. This appears to stem from the Lab's pivot from an emphasis on policy towards being more of a practical capability for service design and delivery implementation and the initial desire by the Lab team to prove the value of the approach and capability.

As such Citra Lab did not evidence a clear agreed set of **Goals**, established annually or more frequently, that it worked towards and helped define how the Lab achieved its **Purpose**. Nor was there evidence of a framework to measure progress towards any stated goals. This is significantly at odds with the other innovation labs assessed, all of which had clearly defined

goals which allowed them to better identify and engage on relevant projects and to deflect projects which did not support their goals.

This lack of focus spilled into, or potentially was partially due to the limited **Governance Framework** the Lab operated under. While there were some clear early objectives defined for Citra Lab, which still guide certain of its activities, it was clear that there had been past weaknesses in the **Board** oversight of the organisation which had created a governance hole.

While Citra Lab has continued to undertake effective tactical projects, the Board had been reconvened with fresh and engaged senior talent, and external factors, including a change of government and the pandemic, were major impacts not only on Citra Lab's **Governance Framework** and **Board and Management**, but there was also evidence that more could be done at this time to ensure Citra Lab was maximising its strategic impact for UNDP and Sri Lankan Government.

With relative new Co-Chairs, there is opportunity to revisit and rethink how the Steering group oversees Citra Lab to support improvements in effectiveness and reach.

Finally, from the limited information derived from documentation and interviews, Citra Lab appeared to have a good grasp of its budget and sound processes for **Cost Management**. The Lab appeared to have the knowledge and expertise to adequately fund resources and run projects with a financial rigour acceptable to government. However, this sub-section was not fully explored in the evaluation and would require a more focused review with appropriate expertise to be explored in depth.

Recommendations

- In moving toward Citra 2.0, and reflecting on the experience of the last three years, UNDP, the Sri Lankan Government and Citra Lab management should spend some time re-evaluating the Lab's Governance Framework and how the Board works with Citra Lab management to define or validate organisational goals.
- Citra Lab should, with its Board, consider defining specific goals for a set periods, together with defining metrics and a framework for tracking goal completion. This would help to foster greater strategic thinking and assist the Lab in working on the right projects to maximise impact (see also **Outcome Realisation**).

Evaluation of Citra Social Innovation Lab 2017-2020

Capability and Capacity
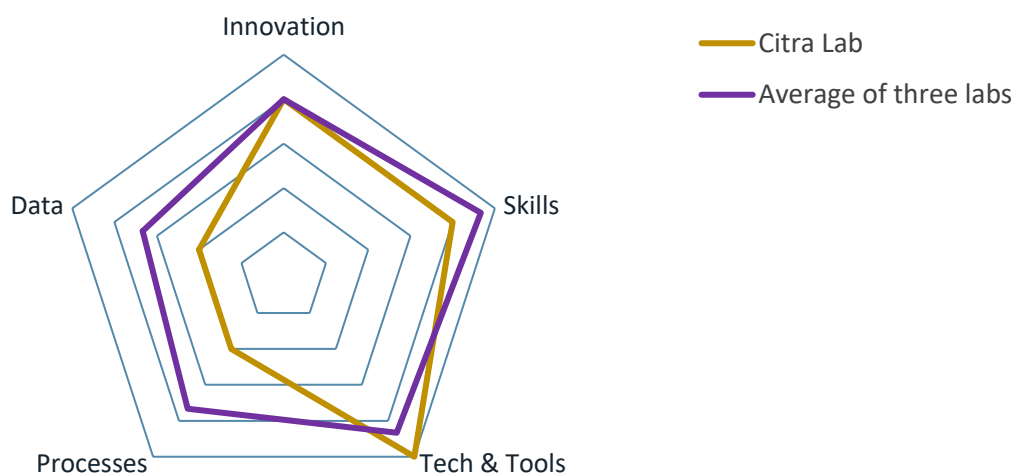
Governance		Citra Lab	Average of three labs
Innovation	Capability to identify, assess and undertake structured innovation activities effectively	**4.0**	**4.0**
Skills	Right mix and access to skills to perform all defined activities	**4.0**	**4.7**
Tech & Tools	Access and capacity to fully use appropriate tech & tools to perform all defined activities	**5.0**	**4.3**
Processes	Clearly and well defined and understood processes and methodologies for regular and anticipated activities	**2.0**	**3.7**
Data	Clearly and well-defined approaches for the capture, classification, use, storage, security and sharing of data	**2.0**	**3.3**

Findings

Citra rated highly against the average of the three other labs across much of the Capability and Capacity category.

Citra Lab's team evidenced world-class understanding and commitment to **Innovation** practices, with an exploratory emphasis that indicated they were open to continuous growth and improvement.

The team evidenced strong and flexible **Skills**, with the primary limitation being the size of the team and their ability to take on additional work on top of existing commitments. While there was no strong evidence the team would be unable to take on additional projects, they lacked a forward pipeline of work providing visibility on current and potential project load that would assist them to manage resources. Also, the lack of a triage approach for project initiation increased the risk that the team would be placed under undue stress, should workloads grow because of the Lab's successes, potentially compromising the quality of future deliverables.

The team also evidenced more than sufficient access to **Technology and Tools** relative to their needs, and the needs of their project partners and community. This also reflected the team's strength in being able to adapt to the technology and network challenges across Sri Lanka, particularly evidenced by the approach used to conduct virtual pitch sessions for

HackaDev, which required significant ingenuity to overcome the bandwidth and technical limitations.

Where Citra did not evidence the same level of capability was in its **Processes** to triage projects and in how it was able to capture and use of **Data** within and across projects to guide development and quantitatively measure and track economic and social outcomes.

This was not unexpected for a relatively young innovation capability. Citra Lab has spent the last three years validating the user-centred design approach for Sri Lankan government and building relationships through solid project implementation, rather than focusing on the design of **Processes** beyond those essential to its work (such as the high-level Citra process discussed earlier) or capturing and using **Data** to report on project success.

For example, while the HackaDev program was able to provide numbers validating effectiveness in inclusion and reach using 'input data' based on demographics and participation rates, there had not been attention put on evaluating the economic or broader community impacts in a quantitative manner.

Given Hackadev reached thousands of young people each year, providing them with skills, motivation, funding and support to engage in entrepreneurial activities, it should be feasible to evaluate the resulting economic value generated in terms of both direct employment and revenues driven through Hackadev inspired/supported organisations, as well as consider the halo benefits of having thousands of upskilled young people apply and share their skills with future employers to generate additional business value.

Similar economic calculations are feasible project by project across Citra Lab's work where clear KPIs are established at the beginning of each engagement and tracked for Impact Realisation into Sustainment.

Finally, on the processes side, Citra Lab has not developed standardised processes to the degree of other labs.

Citra Lab has developed an overall project methodology, adopted a broad suite of human centred design tools and techniques and shared some via a 'How-to' document,

However, the Lab has not established robust and consistent project triage, management and follow-up processes that are consistently applied to ensure that the Lab is selecting the right projects, allocating the right level of effort to them, monitoring their progress consistently and tracking outputs and outcomes in a way that allows a rollup into whole of Lab impact realisation.

This is an effect of the Lab still being young, focusing (correctly) on proving itself as a capability and its human centred approach as a viable option for Sri Lankan government, and on having a previous funding model that limited the ability for the Lab to identify or choose high impact projects aligned with the Lab's vision.

Recommendations

- In moving forward to Citra 2.0 this is a good opportunity for the Lab to put in place tactical project management **Process** frameworks based on their successful project experiences over three years.
- Citra Lab should leverage the skills of its Data Scientist internally to develop an overall approach to **Impact Realisation**, identifying the **Data** required to be captured and the **Processes** and methodologies to do so.
- This approach should also be used to define quantifiable metrics for Citra Lab **Goals**.
- Moving forward into Phase 2 of Citra, it is recommended that the Lab leverage its past experience to begin designing triage and project framework **processes** in order to support more efficient and scaled deliver of outcomes into the future.
- While the Lab has shared a How-To on its website, the depth of experience the Lab has accumulated across almost 20 projects could be converted into a more substantial 'playbook' for government innovators in Sri Lanka, and elsewhere in the world. It is recommended the Lab consider whether it could produce and publish such an asset as an introduction to the effective use of human centred design for the public sector in a developing country. This would be for distribution and sale across all levels of Sri Lankan government and a resource for other governments early in their design thinking journeys, particularly across South-East Asia, South America and Africa.

Evaluation of Citra Social Innovation Lab 2017-2020

Outcomes
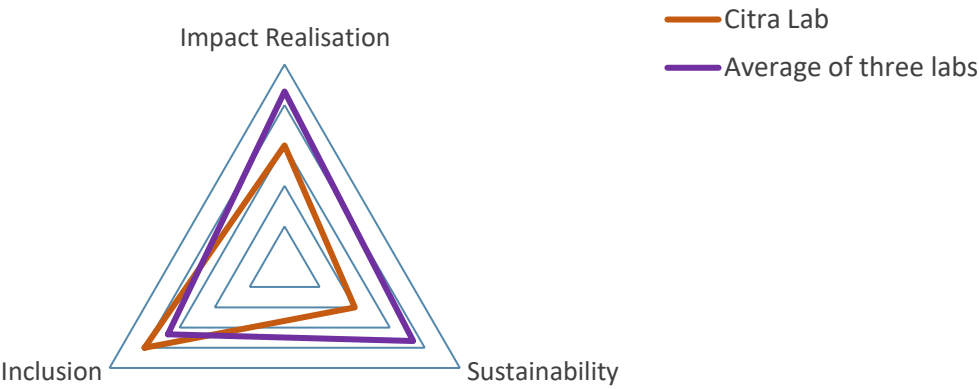
Outcomes		Citra Lab	Average of three labs
Impact Realisation	Impacts (benefits) are identified, defined, measured and reported on at appropriate levels	**3.0**	**4.3**
Sustainability	Project outcomes can be sustained over time, including after handover, in alignment with defined goals	**2.0**	**3.7**
Inclusion	Consideration, frameworks and systems are applied to ensure outcomes are appropriately inclusive across diversity and minority groups (ie: gender, culture, ability, age)	**4.0**	**3.3**

Findings

Looking at outcomes from Citra Lab's nearly 20 projects and programs, the **Inclusion** aspects of the work clearly stands out, particularly for HackaDev and NextGenGov, where programme design and participants selection was undertaken mindful of inclusion needs.

The design of other projects undertaken by Citra Lab also evidenced clear thinking of **Inclusion**, reflecting UN Development and UNDP Goals.

Citra Lab did evidence need for improvement was in the measurement and realisation of benefits and their sustainability over time.

While part of this can be placed at the feet of disruption caused by Covid19 and difficulties in maintaining project threads across government leadership changes, Citra Lab also evidenced 'fall forward' behaviours, where its team were more focused on identifying and undertaking the next project, than monitoring and supporting older projects after delivery.

This is understandable in the early years of an innovation capability, where proving themselves to stakeholders can be more important than sustaining existing projects.

However, as Citra moves forward into a second phase the team and steering Board should put more thought into establishing appropriate processes and support mechanisms to ensure project impacts are quantitatively measured and realised and, where projects have potential for replication or scaling, are adequately supported to do so.

Examples of this include the MozzApp, the Columbo Municipal Council Solid Waste project and other former projects where the outcome has been delivered and the team moved on, or where learnings from the project could be replicated and shared for scaled success with other project partners.

It is important that Citra Lab apply more rigor during project initiation to codesign and benchmark quantifiable KPIs with project partners. This includes in terms of effort – hours and resource cost. These KPIs should be monitored as part of project governance to ensure the direction taken, and the solution delivered, provides real and material improvement.

This improvement, quantified through benchmarking before, during and after states, then becomes part of the evidence of Citra Lab's effectiveness.

The Malaysian Government's MAGIC innovation capability performs this analysis extremely well, and supports its ongoing funding by being able to quantify approach effectiveness,.

Citra Lab has of the raw ingredients to develop such an impact realisation approach, many projects have demonstrated positive impacts on communities that could be quantified and translated into value delivered. For instance, it may be possible to calculate the reduction in health impacts due to each completed report in the MozzApp and identify the direct value of the projects run by NextGenGov participants and the businesses started by HackaDev participants.

These are materially significant, particularly in relation to HackaDev, which touches the lives of thousands of young Sri Lankans each year and has a halo impact on tens of thousands more through the sharing of new perspectives and approaches to business, entrepreneurship and user centred design that have an impact on the friends, colleagues, employers and employees of participants.

Recommendations

- Citra should develop a standard methodology for designing Key Performance Indicators (KPIs). For example:
  - For Service improvements this could be based on time and effort calculations, such as estimating the current time required to perform a task, versus the time required to complete it after the innovation project has been implemented. Even at this basic level, the time saving calculated across the number of citizens/staff accessing the service, multiplied by an appropriate cost per hour, would provide a solid foundation for the value of service improvements. On top of this satisfaction levels could be tracked as a 'soft' metric of qualitative improvement in service delivery.
  - For projects around delivering new services or health improvements, government agencies often already have a business case quantifying 'lost' value in terms of health or economic costs. Where feasible, Citra Lab should leverage these business cases to establish a quantified value for the improvements made through the project process.
- Citra should ensure that part of the project initiation phase includes a review of the potential value Citra could deliver relative to the cost of resources to work on that

project and use this for triage considerations as well as potentially for cost-recovery discussions with the project owner. Where the value Citra can deliver is deemed sufficient to proceed with the project, the value KPIs should be enshrined in the project agreement together with a commitment to calculating the value Impact realised after project delivery, and a sustainment approach whereby the project value is re-estimated for up to two years after project delivery to validate sustainability.
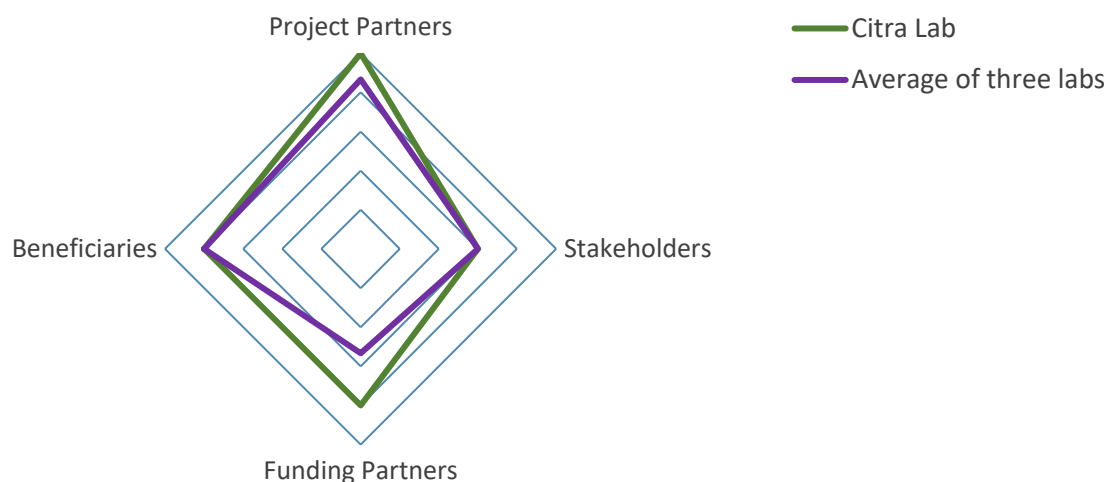
Relations

Relations		Citra Lab	Average of three labs
Project Partners	Maintains effective working relationships	5.0	4.3
Stakeholders	Maintains effective working relationships	3.0	3.0
Funding Partners	Maintains effective working relationships	4.0	2.7
Beneficiaries	Understands and has good standing with project beneficiaries	4.0	4.0

Findings

Citra Lab stood out as world-class in its commitment to building and maintaining strong positive relations.

This included with Project Partners including government agencies, commercial and not-for-profit organisations that collaborated in the delivery of projects, with Stakeholders particularly in government and UNDP, with Funding Partners including government, UNDP and commercial donors and with the Beneficiaries of various Citra Lab programs and projects.

The interviews with Citra Lab team members evidenced that staff highly valued these relationships and understood their dynamics in a socially and politically mature context.

Equally the interview with stakeholders and participants evidenced a high degree of positive regard and respect for Citra Lab and for the competence and professionalism of Citra staff.

As such it was evidence that Citra Lab positively supports UNDP and UN engagement in Sri Lanka, as well as positively supported Sri Lankan government relationships with its citizens.

Citra Lab has built its relationships over several years to considerable depth, including through the networks established through both the Hackadev and NextGenGov programs. They would not easily transfer to a new organisation or be easily replaced and in themselves are evidence of the value Citra Lab contributes in Sri Lanka.

What was also evidenced through discussions with the Citra Lab team was the high degree of care and emotional intelligence brought to potential engagements, with a strong understanding of the needs, drivers and cultural context. Even where programs had not delivered to an exemplary degree relationships had been built that would provide a ready pathway to further meaningful collaborations.

Recommendations

- On discussion with Citra Lab, staff had not defined a power relationships map for the organisation of their various connections, networks and relationships. It was recommended that Citra develop such a map and consider an appropriate technology tool for maintaining it to support the organisation in rapidly identifying useful connections that can aid in various projects. This would also help institutionalise personal relationships, such that staff turnover would not threaten the loss of key relations.
- While Citra Lab has invested considerable effort in building networks, such as NextGen Gov and HackaDev, these had only been lightly used to support various projects undertaken by the Citra team. It is recommended that Citra look at how it can further leverage its network of thousands of former HackaDev 'graduates' and the NextGen Gov network to accelerate some project phases, such as for engaging communities for testing or insights into a government service, providing diverse perspectives during codesign and look at potential for tech transfer or topic-based challenges/hackathons for specific agency projects, as was leveraged for the COVID challenge.

SEER (Sustainability, Effectiveness, Efficiency, Relevance)
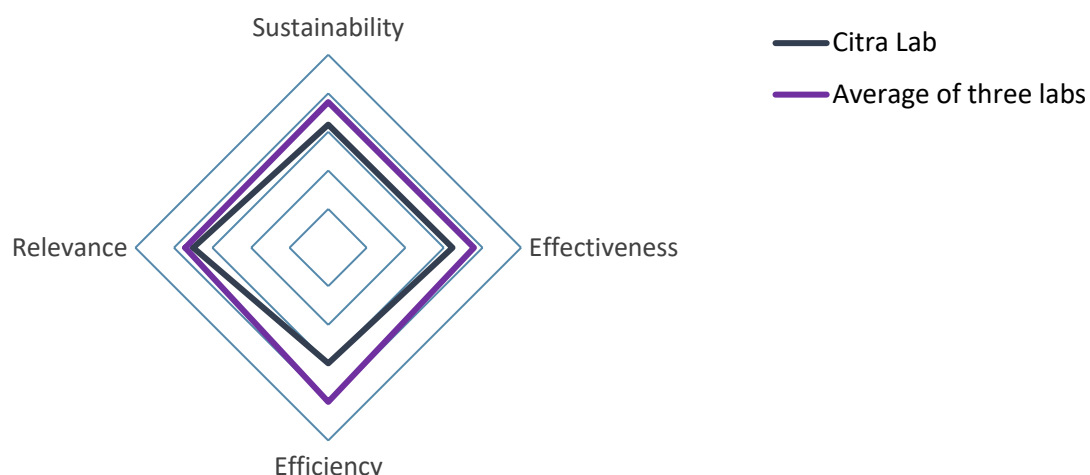
SEER – Sustainability, Effectiveness, Efficiency, Relevance		Citra Lab	Average of three labs
Sustainability	Governance + Capability and Capacity & Sustainability (Outcomes) & Relationships	**3.2**	**3.8**
Effectiveness	Governance + Capability and Capacity & Outcomes & Relationships	**3.2**	**3.8**
Efficiency	Cost Management (Governance) & Impact Realisation (Outcomes)	**3.0**	**4.0**
Relevance	Purpose (Governance) & Goals (Governance) & Alignment (Governance) & Impact Realisation (Governance) & Relationships	**3.5**	**3.7**

Findings

Citra Lab has achieved respectable levels of performance across **Sustainability** and **Effectiveness**, close to world-leading **Relevance**, but has some challenges to address regarding its **Efficiency** as an innovation capability.

The organisation has made a good start on establishing its **Relevance** within Sri Lanka, particularly exemplified by the positive response to both HackaDev and the NextGen Gov programmes, as well as the recent and ongoing Motor Transport project, which has seen a small uptick in requests for Citra Lab's assistance, despite there not currently being a project pipeline available to provide an over-time comparison.

However, it was highlighted that this **Relevance** remains within a narrow segment of the Sri Lankan government. And while the NextGen Gov program has been highly regarded, it has only directly impacted 90 government officials, out of approximately 1.1 million. Even considering 'halo' impacts of graduates that have trained their teams, brought in Citra Lab for additional work, or applied their new skills in large national projects, there is significant opportunity for Citra Lab to expand its visible presence in more cost-efficient ways.

While the Sustainability of projects undertaken by Citra Lab has been challenged by external factors such as COVID and government changes and the Lab team's 'fall forward' into delivering impact on new projects, as an entity Citra Lab has developed a well aligned 'can do' culture and a consistent high level project methodology which provides the Lab with a sound foundation for future success and growth.

Evaluation of Citra Social Innovation Lab 2017-2020

It is common for an organisation after three years, particularly one aligned to working to successive governments, to struggle with holding to a consistent purpose and sustaining values and drive. Citra Lab has achieved this which speaks very positively to the Lab's management and the ways in which UNDP and the Sri Lankan government have supported the Lab to find its place within a continually changing landscape.

The Citra Lab projects and programmes reviewed in this evaluation evidenced a high degree of effectiveness in delivery to project objectives. The Citra Lab team was open about mistakes and missteps, providing room to identify and rectify ineffective activities rather than taking on a less effective culture of '*blamecasting*'.

This was particularly notable as there has been a tendency for public sector orientated innovation labs globally to adopt philosophies less welcoming of mistakes, '*fail fast – as long as you never fail*', which reduces their agility and effectiveness.

There were challenges with Citra Lab's **Effectiveness**.

Citra Lab has largely taken on any project it was asked to by government, with no triage guidelines to identify projects best undertaken by the Citra Lab team, versus those better structured as agency-led projects with Citra Lab advisory and training or best completed with no Citra Lab involvement.

This likewise reduced **Efficiency** as the Lab team are outsourcing judgement of where their skills and resources would be best allocated. By working on every project request they receive, the team is potentially missing significant opportunities to allocate resources more strategically to high value/high return projects or progress a clear set of **Goals**. The current approach instead builds relations and help establish Citra Lab's reputation, but after three years it would be worth reassessing whether this is still the main goal.

Citra Lab has not defined clear and quantitative KPIs for most projects, instead focused on an outcome, i.e., 'reducing Dengue fever in an area' or 'communicating COVID risks effectively to Sri Lankans'. It is therefore difficult for Citra Lab to evaluate the relative efficiency and **Value Realisation** for any project, and impossible to compare project inputs and outputs to understand relative value and how Citra Lab might best direct resources.

This was even the case where there was evidence Citra Lab had successfully delivered an effective outcome – these were often anecdotal with few quantitative metrics, and were not comparable across projects for benchmarking. This makes it harder to validate the level of success and hence the **Effectiveness** and **Efficiency** of Citra staff.

Recommendations

- Per earlier findings related to **Data**, **Processes**, **Governance Framework** and **Impact Realisation**, Citra Lab should look at developing quantifiable KPIs, measuring them through a project, at the successful conclusion of the project and periodically after that, where feasible reporting these publicly via Citra Lab or agency website as an efficiency and effectiveness dashboard. This would support ongoing analysis of how Citra was resourcing and carrying out different pieces of work, the level of support and ownership

by the partner agency and provide social proof of Citra Lab's effectiveness and efficiency as well as help Citra Lab and its partners to adjust through a project to improve these measures.

- To expand Relevance and enhance Efficiency, Citra Lab should consider developing a series of 'lower tier' programmes under NextGen Gov, that support online self-paced learning and short courses that may be delivered either by Citra Lab personnel or under a paid license by third parties. This would allow the program to reach far more public servants to provide them a lower, but still valuable level of user centred designed skills, with a potential pathway into the current high level NextGen Gov program from lower tiers for exemplary performers.

Citra 2.0 vision assessment

The original Citra Lab vision was of a policy lab focused on social innovation progressing Sri Lankan society, with the capability to model and foster human-centred service design across Sri Lankan government.

After three years of operation, Citra Lab had successfully established a small national reputation as a valuable social innovation capability for the Sri Lankan public service, with a focus on service delivery improvement and transformation rather than policy.

Both Citra Lab flagship programs had achieved significant success in their niches:

- NextGenGov, cocreated with Sri Lankan government, had weathered the pandemic intact while building a small but significant network of 90 graduates.
- HackaDev, adopted and partially integrated as a 'sibling' program from UNDP, had continued to build on and out from its core premise as a social innovation hackathon for youth, rolling out new programs and challenges and successfully managing a remote national competition with the assistance of its network of alumni and ambassadors.

Citra Lab has a very successful and expanding program with the Department of Motor Transport, which was raising the Lab's reputation across senior government officials and leading to other potential opportunities.

Citra Lab was also engaged through the UNDP with the UNDP four-year partnership to work on Digital Transformation with the reformed ICTA Ministry.

At the same time Citra Lab was still reflecting on the lack of progress with the Solid Waste Management project with the Colombo Municipal Government and dealing with significant forward funding uncertainty as the UNDP agreement with Sri Lankan government ended and it appeared the Lab would need to seek further funding to support the potential project work ahead.

Looking forward the intention of UNDP and Citra Lab is to revisit and rebuild on Citra Lab's role and capabilities to ensure the Lab continues to build relevance, deliver impact and provide value while supporting the UN Sustainability Goals and Sri Lankan country goals.

Citra 2.0 output analysis

In outlining the vision for Citra 2.0, five key outputs were identified by UNDP in consultation with Citra Lab and other stakeholders:

- **Output 1:** Innovative and citizen-centric solutions facilitated and developed through the Citra Lab process for Government, UNDP, UN and other non-government development actors.
- **Output 2:** Innovative approaches and technology towards the development of more forward-thinking and accessible education and skills sectors embedded.

- **Output 3:** Young people in Sri Lanka have better opportunities to develop future fit skills, create digital social innovations, crucially access entrepreneurship support and overall benefit from better youth development.
- **Output 4:** Enhanced innovative capacities and capabilities within government actors
- **Output 5:** Policy and institutional framework for inclusive digital transformation supported/strengthened.

Reflecting on the data collected through the course of this evaluation, the current capabilities, stance and maturity of Citra Lab, it's resources, networks and relationships, below is a view on the suggested outputs and other considerations for the future of Citra Lab.

Output 1: Innovative and citizen-centric solutions facilitated and developed through the Citra Lab process for Government, UNDP, UN and other non-government development actors

Support with extension

This output explicitly extends the current focus of Citra Lab as an innovation capability focused on citizen engagement, user-centred design, experimentation, prototyping and testing. It is also a recognition that the Lab has experienced significantly more success in these areas of service design and transformation than within the policy realm.

Based on this evaluation, it is this Consultant's view this is the optimal positioning for Citra Lab in the current environment. There is significant ongoing work to be done in the practical areas of citizen engagement and service design, both for Sri Lankan government and across the development space.

The explicit expansion of the Lab's remit from a focus on Sri Lankan government to non-government development actors is also a sound approach and builds on initial work Citra Lab has undertaken for the UN, UNESCO and WHO. This also has potential to allow the Lab to access broader funding options, which will support continued scaling of the Lab's effective capability.

What could be added to this output

While this output could stand, it would be worth expanding **'1.3 Horizon scan and develop knowledge products on emerging issues.'** to more than knowledge products.

Given Citra Lab has previously developed knowledge products for social policy influence that have struggled to build traction, leveraging its experimentation and prototyping capability and extended HackaDev network to produce more advanced prototypes for emerging issues would be a more effective and aligned use of Citra Lab's resources.

There is opportunity for Citra Lab to leverage horizon scanning, rapid prototyping and no-code environments to envisage and develop prototypes of future service options and processes in addition to knowledge products.

Evaluation of Citra Social Innovation Lab 2017-2020

There is also opportunity for Citra Lab to utilise the HackaDev community of social innovators to run challenges on emerging challenges or opportunities arising from horizon scanning.

Output 2: Innovative approaches and technology towards the development of more forward-thinking and accessible education and skills sectors embedded

Support with extension

This is a very strategic area for Citra Lab to become involved with and would leverage the HackaDev programme to its fullest extent, working synergistically with Output 3.

Based on the evaluation, Citra Lab staff are already very able in their capability to support technology adoption (evidenced through the approaches used to support virtualised HackaDev pitching nationally), however the Consultant foresees the need to supplement the team with additional resources specialised in teaching and the design of curricula to support the development of appropriate community-wide courses to foster digital competencies.

Similar to Output 1, for **'2.4. Produce research and policy briefs to inform implementation of the roadmap and action plan.'** consideration should also be given to leveraging Citra Lab's strength in prototyping and the innovation skills of young people connected via the HackaDev program to develop prototypes to inform the implementation of the roadmap and action plan.

This would also speak to the topic of digital literacy, as today it is feasible for a non-technical individual to record a professional video or develop a useful and saleable application without having to understand code. By exemplifying the skills that are sought to be taught to Sri Lankans, Citra Lab can create more impact than by producing research paper and briefs that could be produced by any consultancy.

Output 3: Young people in Sri Lanka have better opportunities to develop future fit skills, create digital social innovations, crucially access entrepreneurship support and overall benefit from better youth development

Support

This Output should align and support Output 2 as detailed earlier.

HackaDev has achieved significant reach and impact and continuing to expand its reach is investing in the right area of Citra Lab's 'business'.

Consideration should also be given to structuring HackaDev as a replicable system at a top level and for specific activities, such that the program might be more robust in case of

significant knowledge loss (such as via staff turnover) and to position it as a saleable system to another nation seeking similarly to empower young people to develop future fit skills and foster digital social innovation. This would also allow some of the subprograms to be outsourced in some provinces or districts, where relevant, to scale delivery without scaling resourcing.

Output 4: Enhanced innovative capacities and capabilities within government actors

Support with caution

This Output explicitly continues the NextGenGov Fellowship flagship programme and associated activities and approaches for Citra Lab, which is a valuable program for enhancing innovation capabilities within Sri Lankan government, if inefficient.

Strong consideration should be given to the earlier recommendation to expand NextGenGov in a manner like HackaDev, with the five-day residential program remaining a top tier elite fellowship held up to three times per year and supporting this with a range of short online courses and one-two day face to face courses which can be scaled more cost effectively to enhance innovation skills across the approximately 1.1 million Sri Lankan public services.

The caution in support for this output relates to the relationship with SLIDA and the capability of that agency to work effectively with Citra Lab in reasonable timeframes to progress the activities under this Output.

As the KEY ACTIVITIES are phrased, SLIDA is an external single point of potential failure for this Output – if SLIDA is unable, unwilling, or otherwise focused on priorities, to support this Output, it would not be possible for Citra Lab to progress.

If the emphasis were to shift to focus on activities, rather than SLIDA's involvement, Citra Lab would have more room to progress this Output without waiting on SLIDA's readiness.

On this basis the KEY ACTIVITIES could be reframed to read:
4.1. Support development and roll out of curricula on public sector innovation with SLIDA or otherwise
4.2. Develop and roll out immersive innovation experiences to address intractable challenges in public sector processes and service delivery, in collaboration with SLIDA or other applicable agencies
4.3. In collaboration with public sector innovation champions, SLIDA or other applicable agencies, support key ministries and departments to review and map processes to identify bottlenecks and improve efficiency
4.5. Capture experiences of innovation champions and incorporate lessons and experiences in future trainings, supporting SLIDA and other applicable agencies.

Output 5: Policy and institutional framework for inclusive digital transformation supported/strengthened

Support with extension

Similar to Outputs 1 and 2, this is an appropriate area for Citra Lab to continue to work in, relating to the four-year agreement with Sri Lankan government around the design, development and implementation of the National Digital Transformation strategy.

Citra's HackaDev capability and experience working with government make it an ideal partner for ICTA and the UNDP in this journey.

Rather than simply producing 'research and policy briefs to inform policies, implementation strategies, and action plans', Citra Lab should utilise its prototyping and experimentation capability, and both the NextGenGov and HackaDev networks, to produce prototypes and provisional standards that actively support the Digital Transformation Agenda.

For instance, this could include specifications for a single digital identity for citizens engaging government, a whole-of-government digital service portal for government, digital procurement standards or code sharing and API standards to support code and data sharing across government agencies at all levels.

Output 5: Policy and institutional framework for inclusive digital transformation supported/strengthened

Financial options for Citra 2.0

Citra Lab 1.0 was jointly funded by UNDP and the Sri Lankan government, which afforded it the ability to provide fee-free services to Sri Lankan government agencies as an alternative to paid service design consultancy alternatives.

This made Citra Lab an easy choice for Sri Lankan agencies seeking to introduce innovation into their processes, but unable to afford to train or hire internal capability or external consultants. Indeed alongside the excellent work done by Citra, the lack of cost was one of the principle reasons articulated for the selection of Citra Lab by several agency stakeholders in this evaluation.

While some of this funding pay have been provided as cheap accommodation for the team or access to services necessary to support the innovation capability, it was a vital support while Citra Lab was becoming established as a capability and making first approaches to agencies.

Moving forward Citra 2.0 will be more cash constrained, with UNDP providing the basic funding for 'lights-on' staffing and the likely cessation of most funding from Sri Lankan government.

This raises the need for Citra Lab to both consider fee-for=service and alternative funding sources, whether on a capability or project-by-project basis and risks shifting the focus of Citra Lab away from the primary goals outlined for Citra 2.0 towards attractive 'fundable' projects and areas.

Commercial or not-for-profit funding

Citra Lab should consider developing a one-page statement of values that clarifies the impact it seeks to have on Sri Lanka's development and on governance across the country. This statement should align with UNDP and UN country development goals and the appropriate aspirational goals of Sri Lankan government.

This statement would become a tool for identifying potential projects fitting Citra's values and support identification of potential funding sources on a values and project-by-project basis.

A well-constructed statement would help Citra establish relations with appropriate private and not-for-profit funding sources to build on the strong base work Citra Lab has undertaken.

Citra Lab could use the statement to initiate conversations with appropriate potential commercial and not-for-profit funders having interest and alignment with one or more values.

There may be pre-identified projects from these partners that Citra personnel could become involved with in a semi or fully funded lead or support role.

It would also help Citra Lab identify and quantify prospective projects that could be packaged and pitched to Sri Lankan government or warehoused for future opportunities when Sri Lankan government seeks expressions of interest or agencies approach Citra with a request.

Government funding

Citra Lab should also consider holding consultations and workshops with senior counterparts in Sri Lankan government to discuss the need for Citra Lab to move to a fee-based model.

The goals of this consultation would be to,

- identify contexts in which government agencies could co-invest with Citra Lab into projects,
- discuss the approach and framing of projects to provide a higher probability of funding,
- quantify the feasible range for service fees to agencies, such as staff costs and overall project spend,
- identify any upcoming projects where the involved agencies might wish to engage Citra Lab, and test approaches to structure funding to map how these engagements might take place.

Some of the funding approaches to consider through this process would include,

- **Investments towards a given outcome** – charging a percentage of the savings envisaged from efficiencies in a given process or service transformation, for example when designing and implementing an online alternative to a face-to-face service, including estimating take-up over a defined period (maybe one-two years) and quantifying a fee based on a percentage of the projected savings over that period.
- **Identifying services and products** – which Citra Lab could produce and sell to agencies, such as skill uplift training or retainer-based advisory capability. This could also include defined instruments or methodologies that government could purchase and use internally to build innovation and service design capability and evaluate where ongoing licensing vs fixed price sales would be optimal commercialisation routes.
- **In-kind support** – Evaluate scenarios for where agencies could provide in-kind support for a project through the provision of capability, services and accommodation that could offset partially or fully the need for monetary funding. These support mechanisms may be covered by different agency budgets and be more available than a monetary fee.
- **Labour hire** – Charging contract or consultancy fees for Citra Lab personnel integrated into agency teams for the term of a project, rather than charging a co-investment or fee-for-service as an external Citra Lab team.
- **Accessing grants or program management** – As the Sri Lankan government contracts for program management or offers grants in defined areas aligning with Citra Lab's proposed statement of values, Citra Lab could apply for funding either as a contractor, subcontractor or grant recipient.

Given the consultant is unfamiliar with the financial arrangements of Sri Lankan government, there may be other funding approaches available to Citra Lab to explore.

This should be fully considered through the consultation process, treating the funding question as a service design question, to identify how Citra Lab best position and design its range of engagement approaches to match the government's practical funding constraints.

Appendix A: Desktop review

The following documents were provided by Citra Lab and were reviewed to understand the context, scope of capability, activities, and impact for the Citra Lab:

- Citra – at a glance
- Citra 2.0 ProDoc Draft 01 20Nov
- Citra 2.0 Prospectus
- Citra Highlights 2020
- Citra List of all projects
- Citra's First Year in Review
- Citra's Process
- Mobilization of Funds 18 Dec
- Outcome Document
- PLJ Scoping Mission 2017
- Signed Pro Doc

The Citra Lab website (citralab.lk) and social media footprint on Twitter (twitter.com/citralablk) and Facebook (facebook.com/CitraLabLK) also reviewed in detail.

The following documentation was provided at the Consultant' request and reviewed to inform the evaluation:

NextGenGov
- Projects undertaken by participants in Cohorts 2 & 3
- Sample feedback forms (no aggregate report on feedback)
- Example of promotional material focused on NextGenGov Champions
- Three NextGenGov videos of workshops

HackaDev
- Eight videos of events and success stories under the initiative, including on the HackaDev process (Ideation & Idea Auditions), as well as on Social Innovation Camps, Pre-incubation, and the National Youth Dialogue.
- HackaDev dashboard data on the reach, diversity, and investment in incubated ideas over the program's lifespan to-date.
- Social Innovation Camp 2020 program and run sheet
- HackaDev COVID-19 Innovation Challenge - Progress Report 2020
- HackaDev 2017 – 2019 Outcomes Summary

Digital Economy Strategy
- Signed ICTA-UNDP MOU.pdf

The Presidential Task Force on Sri Lanka's Education Affairs
- UNDP video

Evaluation of Citra Social Innovation Lab 2017-2020

Support to the Health Promotion Bureau during the covid-19 pandemic
- SM posts created for the 'If you're exposed' campaign (19 across three languages)

A citizen-centred service at the Department of Motor Traffic (DMT)
- DMT 2020 - 2025 Strategic Road Map draft
- DMT Update - January 2021

ShaRe Hub: a disaster response
- ShaRe Hub One Page
- ShaRe Hub Handout
- ShaRe Hub Summary_V2
- Website_2

Re-engineering parliamentary entry processes
- Prototype (11 images)
- User Journey Map images (2)
- Report on Parliamentary Entry Processes

Mozzapp: engaging citizens to eradicate dengue
- Mozzapp Report
- Mobile App Prototype (19 images)
- Mobile App Actual development (20 images)

Engagement with the Colombo Municipal Council on solid waste management
- Citra and CMC - SWM Workplan
- Citra and SWM

Techpreneur program (alongside Citra)
- Comms material
- News article (Daily FT 2019-08-06-152750)
- Techno data
- Technopreneurship for Social Change Concept Note
- Technopreneurship programme for PWDs

Appendix B: Evaluation interviewees

Nineteen individuals were interviewed for this evaluation, with the average interview lasting an hour in duration.

Interviewee	Role	Affiliation	Interviewed
Ayushka Nugaliyadde	Economist and Systems Design Lead	Citra Lab	07 January 2021
Bhagya Maheshi	Data Scientist	Citra Lab	07 January 2021
Dilshani Dias	Creative Strategist	Citra Lab	07 January 2021
Ahamed Nishadh	Tech for Development Lead	Citra Lab	07 January 2021
Noyalgath Rajkumar	Community and Engagement Associate Lead	Citra Lab	08 January 2021
Kithmini Nissanka	Knowledge Management and Reporting Associate	Citra Lab	08 January 2021
Kulunu Jayamanne	Coordination and Partnerships	Citra Lab	11 January 2021
Yasas Thalagala	Strategic Engagement and Exploration Lead	Citra Lab	11 January 2021
Sarika Warusavitarana	Sociologist and Solutions Mapping Lead	Citra Lab	11 January 2021
Milinda de Silva	Digital Designer	Citra Lab	13 January 2021
Deshani Senanayake	Gender and Experimentation Lead	Citra Lab	13 January 2021
Fadhil Bakeer Markar	Lab Lead / Team Lead, Policy & Engagement, UNDP	Citra Lab, UNDP	13 January 2021
Buddhika Priyabhashana	HackaDev Ambassador	Participant	15 January 2021
Adhila Azmi	HackaDev Incubatee	Participant	15 January 2021
Robert Juhkam	UNDP Resident Representative/Co-chair of the Citra Advisory Board	UNDP	15 January 2021
Ralani Weerasinghe	Techpreneur Project Manager	Citra/UNDP	18 January 2021
Mr Chandith	NGG fellowship participant	SLIDA	18 January 2021
Sumith C.K Alahakoon	Department of Motor Transport Secretary / Commissioner	Department of Motor Traffic	19 January 2021
Mr. Wasantha Deshapriya	Advisor/Consultant to CITRA, past Secretary of the Ministry of Science, Technology and Research involved in Citra establishment	Consultant	19 January 2021
Ms Nalini	NGG Fellowship Participant, works in Divisional Secretariat, under Ministry of Public Services	Ministry of Public Services	20 January 2021

The purpose of the different interviews is detailed below.

- **Interviews with Citra Lab staff and management** explored Lab culture and innovation approach, building an understanding of how Lab projects had been initiated, designed, organised, implemented and evaluated, and how agilely learnings had been considered and re-incorporated into Lab approaches.
  These interviews established a baseline for how Lab personnel understood its activities and how they contributed to the objectives of UNDP, Sri Lankan Government and the wellbeing and progression of Sri Lankan society and established how staff aligned activities with the Lab's defining objectives and purpose.

Evaluation of Citra Social Innovation Lab 2017-2020

- **Interviews with the Steering Committee overseeing the Lab** explored the broader political and social context the Lab operated within, assessed the Lab's overall governance framework and alignment of expectations across Lab key stakeholders and Lab personnel.

- **Interviews with project partners** provided insight into how they saw the Lab's role in relation to their project delivery, its effectiveness at service delivery and helped explore the impact of Lab approaches on partner agency culture and innovation readiness.

- **Interviews with flagship program participants** (HackaDev and NextGen Gov) helped understand the impact of these programs on the mindset of participants, providing a glimpse into the effectiveness of the Lab's training and upskilling approaches and the level of transformational impact it was able to achieve and scale.

- **Interviews with key Lab advisors** helped provide an additional perspective as to Lab culture, innovation effectiveness and how the Lab worked with and learnt from external partners to continually improve project design and delivery.

Model interview questions

The below list are examples of questions asked of different interviewees. Additional questions were asked to drill into activities for specific projects per **Appendix C**.

Questions were selected to be relevant to the stakeholder and their experience of Citra Lab. Questions were provided in advance to one interviewee on request.

- Please detail your involvement with Citra Lab and its projects.
- What have you seen Citra Lab doing well?
- What do you believe Citra Lab has not done as well?
- What would you like to improve about Citra Lab?
- What were your notable learnings in the process of working with Citra Lab?
- How did you find the experience of working with Citra Lab personnel?
- How did you find the experience of working with Citra Lab methodology and systems?
- How effective was the communication with Citra Lab and how did this impact process and outcomes?
- How effective was the organisation by Citra Lab, and how did this impact process and outcomes?
- How effective were the tools and methods recommended or used by Citra Lab, and how did they impact process and outcomes?
- Were there any capabilities or processes you expected to access from Citra Lab that were not available?
- What has been the outcome of the process with Citra Lab?
- Would you recommend that others work with Citra Lab, and what advice would you have for them?

Evaluation of Citra Social Innovation Lab 2017-2020

- What would you like to see Citra Lab doing more of, and less of, in the future?
- Are you aware of the vision for Citra 2.0? If so, what is your view on the vision?
- How effective do you feel Citra Lab has been in supporting the Sri Lankan government to become more open to experimentation and innovation?
- How effective do you feel Citra Lab has been in building innovation skills and capability across the public service/young people?
- How effective do you feel Citra Lab has been in sharing and embedding innovative practices and tools across the public service/with Sri Lankan youth?
- How effective do you feel Citra Lab has been in fostering better relationships and engagement between government, private sector, social sector and citizens?
- How effective do you feel Citra Lab has been in fostering the consideration and development of citizen-centred thinking and solutions?
- If you had to rate Citra Lab's impact (relevance) out of ten, with one being no impact and ten being transformational, how would you rate the Lab's performance over the last three years?

Appendix C: Projects for review

Based on initial materials from Citra Lab, nineteen major projects were identified. These were mapped by the Consultant for impact/alignment (subjective) across the three primary objectives defined for Citra Lab in 2016 to inform project selection for review during this evaluation. The full assessment approach is detailed following. This initial assessment was tested and adjusted with input from Citra Lab. The six projects and two programmes identified for review were selected to span the range of Citra Lab's activities and capabilities.

#	Citra Lab Project	Analysis	Objective 1 Promote government experimentation	Objective 2 Facilitate Interdisciplinary collaboration	Objective 3 Harness citizen-centred solutions
1	Embedding innovation within the Sri Lankan public sector	Discuss	YYY	Y	Y
2	NextGenGov Fellowship Programme	Review	YYY	Y	Y
3	Supporting SLIDA's transformation into a centre of excellence for public sector learning and development	Discuss	YYY		
4	Workshops on Foresight and Innovation	Discuss	YYY	Y	Y
5	HACKADEV: National Social Innovation Challenge	Review		Y	YY
6	Digital Economy Strategy	Discuss	YY	YY	YY
7	Sri Lanka Tourism Development Authority (SLTDA)	Review	Y	YY	Y
8	The Presidential Task Force on Sri Lanka's Education Affairs	Discuss	YY	YY	Y
9	Support to the Health Promotion Bureau during the covid-19 pandemic	Review	YY	YY	
10	A citizen-centred service at the Department of Motor Traffic (DMT)	Review	YY		YYY
11	Colombo Development Dialogues	Discuss	Y	YYY	Y
12	SDG Data Tracker	Discuss	Y	YY	
13	ShaRe Hub: a disaster response management system	Review	YY	YY	Y
14	A comprehensive SDG Data portal on Youth for the Ministry of Sports and Youth Affairs	Discuss	Y		
15	Re-engineering parliamentary entry processes	Discuss	YYY	YY	YY
16	Mozzapp: engaging citizens to eradicate dengue	Review	YY	YY	Y
17	Nipuni: A Platform for Skills	Discuss	YY	YY	YY
18	Engagement with the Colombo Municipal Council on solid waste management	Review	Y	YYY	Y
19	Systemic design intervention on waste Management with the Regional Innovation Centre and Alberta CoLab	Discuss	Y	YY	YY

Project assessment methodology

The project review was undertaken based on initial documents provided by Citra Lab and review of project summaries in the Citra Lab website.

Projects were assessed based on the three primary original objectives for Citra Lab, subjectively scored by the strength of their support for an objective based on the information provided, rating from 0 (no support for objective) to three 'Y's (completely aligned support for objective) and colour-coded accordingly for easy review.

This assessment was to help inform on the degree of project and approach alignment with Citra Lab's objectives and provide initial perspective as to which projects should undergo review to evaluate Citra Lab.

The initial review identified six projects and two programmes for evaluation, representing a cross-section of the three original Citra objectives. This included projects exemplifying specific objectives and with impacts in the areas of COVID-19, emergency support, youth outreach, citizen engagement and public sector engagement/collaboration (across levels and fostering innovation talent). These were selected to provide a broader view of Citra Lab's activities and allow full assessment against the **Innovation Capability Assessment Matrix**.

Project review approach

The project review approach will involve understanding full project arcs;
- how and why these projects were selected by/for Citra Lab
- how they were initiated and funded
- who were the primary stakeholders, audiences and project teams
- how the projects were conducted (methodologies/tools used)
- how projects adapted to changing circumstances/needs
- how projects were realised
- what were the project outputs and outcomes
- what impacts and benefits were realised over time
- how have projects been sustained for impact

Appendix D: Innovation Capability Assessment Matrix

The *Innovation Capability Assessment Matrix* (following) was designed based on earlier instruments for innovation capability review developed by the Consultant, and with reference to other models developed globally for the assessment of innovation capabilities. It consists of four assessment sections, each containing 4-8 sub-sections, and a fifth calculated section based on the average of selected sub-sections ratings.

The assessment sections are as follows:

- **Governance**: Pertains to the vision, mission, purpose and operational governance of an innovation capability. The focus of this section is on how the capability is, and remains, aligned to the broader context and needs of the organisations it serves, how strategic decisions are made and the capability's contextual success or failure is measured, reported and acted on.
- **Capability and capacity**: Pertains to the functional capabilities and capacity of the innovation capability. Focusing on whether the capability has been established and operates with the right culture, skills, tools, processes and data to effectively and efficiently carry out its activities on a day-to-day basis.
- **Outcomes**: Pertains to how the innovation capability delivers and realises impacts from its activities, the breadth of impact in terms of the inclusion of diverse groups across the community and the ongoing sustainability of outputs and outcomes, related to both how the design and conduct of activities fosters inclusion and sustainability.
- **Relations:** Pertains to how the innovation capability has designed, formed and maintains all the relationships critical to its ongoing success within its strategic context. This includes its relationship with the project partners it collaborates with for project design and delivery, with stakeholders that can impact project success and sustainability, with funding partners and with the beneficiaries of projects, who are vital in codesign to deliver successful project outcomes.
- **SEER:** This calculated section encompasses Sustainability, Efficiency, Effectiveness and Relevance (SEER) in terms of the impact of the innovation capability on its environment. In this context sustainability references how sustainable a project's outcomes are within the broader environment, considering aspects of capability and relationships as well as project outcomes. Effectiveness relates to the degree of impact relative to the strategic goals and purpose of the organisation. Efficiency references the relative level of resource inputs required to achieve project outcomes, considering cost management (Governance) and impact realisation (Outcomes). Relevance considers the alignment between strategic purpose, project delivery and outcomes in terms of Impact realisation and relationships.

Evaluation of Citra Social Innovation Lab 2017-2020

Governance						
Purpose	Clearly defined and articulated purpose that is well understood	None or poorly defined purpose	Defined purpose	Purpose defined and explained, but not understood	Purpose defined, explained and understood	Well defined purpose internalised and expressed throughout the organisation's activities
Goals	Appropriate goals are set, understood and measured at organisation, project and activity level	None, or a few poorly defined goals	Some goals set and understood across levels	Goals set and understood in most cases, some measurement	Uniform approach to setting and measuring goals at relevant levels	Rigorous uniform normalised approach for setting, monitoring and reporting on goals
Board & Management	Clear and well-functioning management and governance oversight, systems and controls	Little to no oversight, systems and controls	Basic or uneven systems and controls supporting minimum oversight	Standard well understood systems and controls supporting regular oversight	Strong standardised systems and controls supporting continuous oversight	Sophisticated real-time systems and controls supporting proactive oversight
Governance Framework	Clear and well understood governance framework defining how decisions are made and reports are structured	No governance or decision-making framework, few ad hoc reports	Basic governance and decision frameworks with significant individual variation, some consistent reporting	Clear governance and decision framework with regular exceptions, regular reporting on priority areas	Clear governance and decision framework with uncommon exceptions, regular structured reporting for most areas	Clear and well understood governance and decision frameworks with procedural exceptions, continuous well-structured reporting for all areas
Cost Management	Costs are identified, documented, monitored, and effectively controlled	No cost control	Basic cost management, with high budget variance	Standard cost management with moderate budget variance	Well-structured and understood cost management with regular monitoring supporting budgetary control	Standardised and well managed cost management system with continuous cost controls and proactive budgeting
Alignment	Operations and outcomes are aligned appropriately with UN Sustainable Development Goals and Country Development Priorities	Little to no alignment with goals and priorities	Basic attempts to align some activities with goals and priorities	Consistent attempts to align activities with goals and priorities	Active planning of activities to support goals and priorities	Systemised approach to plan and assess activities against goals and priorities, with continuous reporting

Capability & Capacity

Innovation	Capability to identify, assess and undertake structured innovation activities effectively	Little to no capability to undertake structured innovation - highly reactive	Basic capability to undertake structured innovation activities	Has an innovation methodology or framework which is inconsistently applied - some proactive innovation	Well-structured innovation approach, consistently applied with consistent capability for proactive innovation	Well-structured and adaptable approach quickly assesses and priorities opportunities, supporting appropriate proactive innovation activities
Skills	Right mix and access to skills to perform all defined activities	Skills are a poor fit for defined activities	Skills are barely sufficient for basic completion of all defined activities	Skills support adequate performance of all defined activities	Skills support above average performance of all defined activities with backup capabilities able to manage overflow work	Skills support continuous high performance across all defined activities with the flexibility to take on additional activities on demand
Tech & Tools	Access and capacity to fully use appropriate tech & tools to perform all defined activities	Technologies and/or tools are not fit for purpose to complete defined activities	Tech and/or tools are barely sufficient for defined activities, potentially requiring some adaptive behaviour to meet basic requirements	Tech and tools are adequate for defined activities, with little capability to scale up or perform new activities	Tech and tools are fit for purpose and add efficiency/effectiveness through their capabilities when performing activities. Some capability supporting new and adaptive activities	Tech and tools streamline and systemise performance of defined activities, significantly adding effective capability. Broad support for new and adaptive activities
Processes	Clearly and well defined and understood processes and methodologies for regular and anticipated activities	Few or no standard processes or methodologies for defined activities. Every project is adhoc, described as 'innovative'	Some standard processes exist, but are not well understood, shared or utilised broadly across activities	Standard bank of processes, many of which are clear and well understood and utilised. Still significant tendency to 'start from scratch' with new projects	Clear, well defined and understood central store of processes covering most regular activities. Commonly used but with little flexibility or adaptability, making them sometimes not fit for purpose for regular activities	Clear, well defined and understood library of processes covering regular and anticipated activities. Supporting modular flexibility and adaptive use such that they can apply or be adapted to most regular and anticipated activities
Data	Clearly and well-defined approaches for the capture, classification, use, storage, security and sharing of data	Poorly defined or no approaches and standards for data capture, use, securing or sharing. May rely on partner data strategies	Basic, inconsistent and partial approaches to data. No understanding of data as an asset	Partial normalised approach to data, with some appreciation of its value as an asset. Capability to manage the full data lifecycle for a few datasets	Regularised approach to data with common understanding and use of it as an asset. Consistent capability to securely manage the data lifecycle, undertaken in many cases.	Well defined data strategy and approaches that align with best practice data management, use and sharing techniques and a sophisticated understanding of secure data asset management

Outcomes							
Impact Realisation	Impacts (benefits) are identified, defined, measured and reported on at appropriate levels	Impacts are not measured, well understood or learnt from	Impacts are measured, benefits reported and learnings are taken in an adhoc fashion	A systemised approach to impact measurement, benefits reporting, learnings and actions is in place and applied some of the time	Systemised approach to benefit realisation is in place and in common use, allowing projects to be assessed based on their defined goals and remediation or improvement actions taken	Continuous benefits realisation system is in place and mandated across all activities, supporting proactive project and activity assessment and adjustment to maximise benefits realised and report proactively against project and organisational goals
Sustainability	Project outcomes can be sustained over time, including after handover, in alignment with defined goals	No attention paid to sustainability. After a project concludes, the team moves to the next project with no consideration for handover or sustained outcomes	Little attention paid to sustainability. Adhoc attempts are made to run handover processes or sustain project outcomes, but operational pressures and a lack of systems make sustainability difficult to achieve	Standard approaches are in place to support ongoing project success and are put in place to some degree across many projects. Sustainability of outcomes is not a formal metric and lack of measurement dilutes effective performance	Standard approaches and processes exist to support sustainable project/activity success and are used for most project to support ongoing outcomes for some time. Sustainability is not fully recognised as a goal and metric, making it harder to sustain investment in sustainment of projects over time	Sustainability is a core goal for applicable projects and activities and the organisation and project teams are consistently measured and supported to ensure project outcomes are sustained in a systemised and well understood fashion
Inclusion	Consideration, frameworks and systems are applied to ensure outcomes are appropriately inclusive across diversity and minority groups (ie: gender, culture, ability, age)	Little to no consideration of inclusion in the goals or approach to projects and activities	Some basic consideration of inclusion in projects on an adhoc basis, but with little reporting or consideration as a project goal	Inclusion is well defined as a project or activity goal and consistent efforts are made to ensure the goal is met	Inclusion is normalised across project teams as an intrinsic and extrinsic goal, helping to shape how projects and activities are designed to maximise success	Inclusion is normalised across the organisation, with projects and activities designed to embed inclusive elements in every aspect, from the team and advisory group through to shaping the outcomes of every project and activity

Evaluation of Citra Social Innovation Lab 2017-2020

Relations

			Very poor relationships with limited content and difficult working relationships	Poor relationships with adhoc or 'at need' engagement leading to difficult working relations	Relationship is understood to be necessary and is cultivated to the level required for effective project delivery	Relationship is understood to be important to project/activity success and is enthusiastically and proactively cultivated to beyond the level required for project success	Relationship is put at the core of the organisation's ways of working and are continuously proactively cultivated into partnerships for joint success across project and organisational goals
Project Partners	Maintains effective working relationships		Very poor relationships with limited content and difficult working relationships	Poor relationships with adhoc or 'at need' engagement leading to difficult working relations	Relationship is understood to be necessary and is cultivated to the level required for effective project delivery	Relationship is understood to be important to project/activity success and is enthusiastically and proactively cultivated to beyond the level required for project success	Relationship is put at the core of the organisation's ways of working and are continuously proactively cultivated into partnerships for joint success across project and organisational goals
Stakeholders	Maintains effective working relationships		Very poor relationships with limited content and difficult working relationships	Poor relationships with adhoc or 'at need' engagement leading to difficult working relations	Relationship is understood to be necessary and is cultivated to the level required for effective project delivery	Relationship is understood to be important to project/activity success and is enthusiastically and proactively cultivated to beyond the level required for project success	Relationship is put at the core of the organisation's ways of working and are continuously proactively cultivated into partnerships for joint success across project and organisational goals
Funding Partners	Maintains effective working relationships		Very poor relationships with limited content and difficult working relationships	Poor relationships with adhoc or 'at need' engagement leading to difficult working relations	Relationship is understood to be necessary and is cultivated to the level required for effective project delivery	Relationship is understood to be important to project/activity success and is enthusiastically and proactively cultivated to beyond the level required for project success	Relationship is put at the core of the organisation's ways of working and are continuously proactively cultivated into partnerships for joint success across project and organisational goals
Beneficiaries	Understands and has good standing with project beneficiaries		Very poor relationships with limited content and difficult working relationships, consistently damages project success	Poor relationships with adhoc or 'at need' engagement leading to difficult working relations, sometimes limits project success	Relationship is understood to be necessary and is cultivated to the level required for effective project delivery	Relationship is understood to be important to project/activity success and is enthusiastically and proactively cultivated to beyond the level required for project success - often leads to better than expected outcomes	Relationship is put at the core of the organisation's ways of working and are continuously proactively cultivated into partnerships for joint success across project and organisational goals - consistently delivers better project outcomes

SEER							
Sustainability	Governance + Capability and Capacity & Sustainability (Outcomes) & Relationships	Little or no attention paid to organisation sustainability. Poorly measured, managed and reported on and likely to be a factor dragging down organisation longevity	Some attention paid to sustainability, but in an adhoc or inconsistent manner. Likely to negatively impact organisation sustainability	Consistent attention paid to sustainability, but not considered core to operational requirements.	Sustainability is considered an important factor for the organisation, with many systems and processes designed accordingly to support organisational longevity	Sustainability recognised as a central tenet of the organisation and an important consideration to support ongoing success.
Effectiveness	Governance + Capability and Capacity & Outcomes & Relationships	Organisation is not effective in meeting its objectives.	Organisation is barely effective in meeting its objectives.	Organisation consistently meets its objectives, but does not exceed them.	Organisation regularly exceeds its objectives in some areas.	Organisation consistently outperforms effectiveness expectations.
Efficiency	Cost Management (Governance) & Impact Realisation (Outcomes)	Organisation does not deliver value for money.	Organisation meets the bare minimum operational efficiency and risks slipping into inefficiency.	Organisation consistently meets its operational efficiency expectations.	Organisation often exceeds the operational efficiency expected.	Organisation consistently outperforms efficiency expectations.
Relevance	Purpose (Governance) & Goals (Governance) & Alignment (Governance) & Impact Realisation (Governance) & Relationships	Organisation has little relevance in the broader community.	Organisation meets the minimum relevance to continue receiving support.	Organisation is relevant to the degree expected.	Organisation outperforms its relevance on occasion, resulting in positive notice.	Organisation consistently outperforms expectations and is considered a core pillar within its relevancy area.