

IMPACT

A Design Perspective



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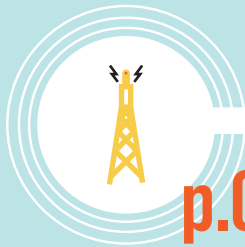


IDEO.org
improves the
lives of people
in poor and
vulnerable
communities
through

design.

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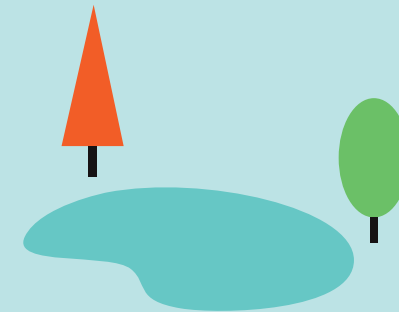
IDEO.org is helping build the human-centered problem-solvers of tomorrow.

INSPIRE



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We're telling stories of human-centered design in action to spark everyone to try it.





As a mission-driven design organization, IDEO.org sits at a pretty unique intersection of the design world and the social sector.

To one side, we see the kind of Silicon Valley innovation that has fueled this century's explosion of products and services designed to make everyday life easier and more enjoyable. IDEO, the global design and innovation firm that launched us in 2011, is just across the street from our San Francisco office. And our New York studio actually shares space with IDEO's Manhattan office. Thanks to IDEO's pioneering methodology, we're the kind of problem-solvers who keep people at the core of our process.

On the other side, we see the social sector, a vast network of NGOs, foundations, nonprofits, and entrepreneurs dedicated to improving lives. We love the passion, gravity, and rigor the social sector brings to the world's biggest problems, and we see an opportunity for creativity, experimentation, and empathy to join the mix.

Finally, dead ahead of us are the people who, for the past four years, we've traveled the world and worked incalculable hours to serve—the billions living in poverty. They're the ones we're working for, and the ones we believe will lead the way to new solutions.

So we're asking, how can a design organization, one that relies on its partners to bring new-to-the-world solutions to market and to scale, be as impactful as possible? What's the right sort of work for us to do? In which sectors? With which partners? As we've taken a rigorous look at our portfolio, it turns out, a lot of the conventional methods the social sector uses to chart its impact don't totally work for us because we're not a conventional nonprofit.

We've looked far and wide, and truth is, there's just no roadmap for how a mission-driven design outfit like IDEO.org tracks and understands its impact. So, true to form, we're designing one.

Every solution starts small, and at the moment, pretty much all of ours are. But we've learned that our solutions count most when we and our partners understand them less as a race to a million outputs, but a trajectory toward improved lives, stronger communities, and brighter futures.

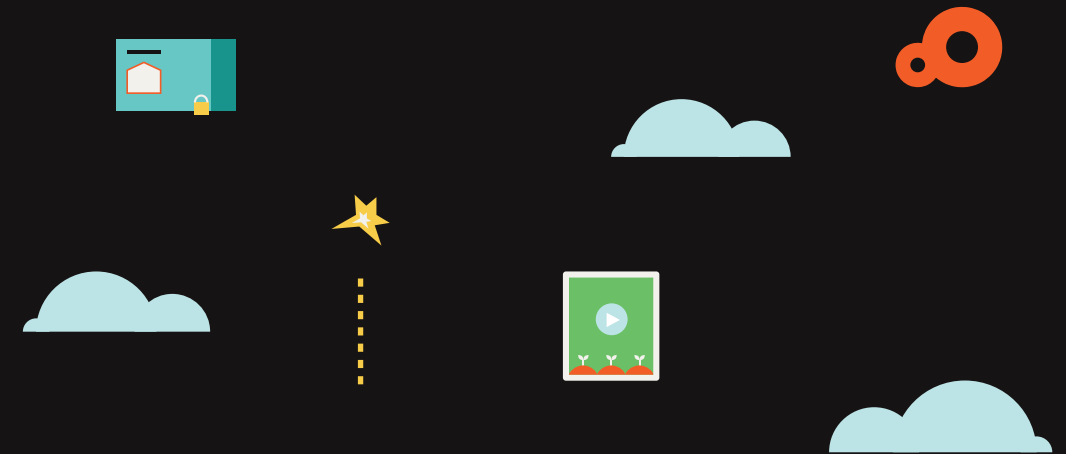
We have to look at the early signals and the quiet shouts in order to know if our solutions are working at all. And because we're constantly progressing our solutions, outputs—the number of people visiting a clinic or buying a product—can be a powerful indicator of whether we're on target. In fact, with our prototype-early-iterate-often approach, usage is pretty powerful data. Not just because early returns can tell us how to rapidly evolve our designs, but because if we're in this to change lives, we just can't sit back and wait for longitudinal data.



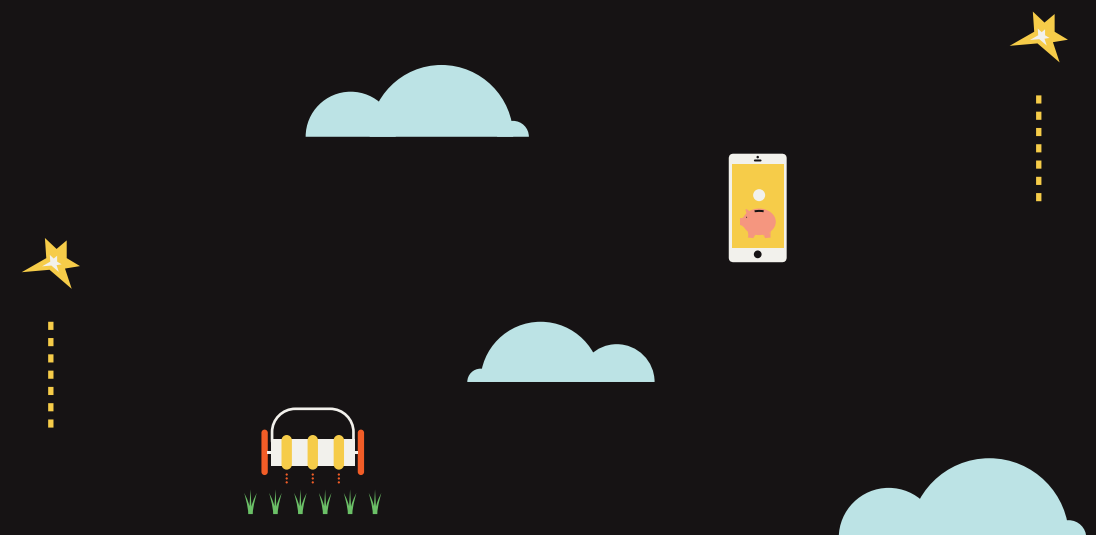
We see opportunities to gather data and improve our designs everywhere. Even in situations where things seem uncertain or difficult to quantify, we simply can't hold for the perfect conditions before we iterate then measure the impact of our work. We're a scrappy little organization, so in fashion, we're looking for data and feedback wherever we can find it. We're constantly making; we're constantly measuring. We see the power of long-term measurement tools like randomized controlled trials, but they can take years to complete, far longer than we want to wait to add a new offering to a service design, to more finely tailor a product to a community's needs, or to learn that what we've designed is wide of the mark.

This flurry of activity, of collecting data and plugging it right back into our design process is all down to the fact that we won't stop at outputs. We seek outcomes and lasting impact. We're working to get girls into the reproductive health clinic not because we're looking to boost contraception use, but because fewer unintended pregnancies means that more girls will finish school and own their futures. And sure, we want every household to have light, not as a stopgap for electrification, but because families with four additional hours of clean, healthy light have a better shot to study, work, and control their own destinies.

As we chart the trajectories of our products and services from small to big, we're tracking both outputs and outcomes. A mother bringing her child to a clinic we helped design is an output; reduced childhood illness as a result of that clinic is an outcome. All of which is why, to us, a community building schools and churches next to the health clinic is as powerful an indicator of impact—of catalyzing the belief that there's a better future out there—as the number of doctor's visits. By taking a trajectory view, we keep sight of the big picture, and we're reminded to work as agents of change, not bean counters.



Four years ago, as today, our ambitions were tremendous. We've aimed for the stars, but our designs are just starting to clear the atmosphere. Along the way, we've learned a lot, we've gotten a lot better at designing for impact, and we're mapping what it takes for a mission-driven design organization to affect real change.



Design as a discipline has always been about impact, about delivering on a better version of life thanks to whatever new product, service, or experience you're working on.

When you're designing consumer goods for the West, it can be pretty easy to know if you're having impact. How many units did you move? Did your partner come back for more work? Has your product spawned scores of imitators?

What's less easy to understand is how we use design to impact people who live their lives on the margins, to design what Ray and Charles Eames famously called "the best for the most for the least."

We've learned that one of the best ways to make sure that trajectory is headed onward and upward is to build solutions with partners who have real expertise in tracking and understanding the outcomes of their work. We have to formulate a way to know and understand the outlying effects and unintended consequences of what we've designed and introduced into the world. Working closely with impact-minded partners, those dedicated to mapping the lifespan of a swiftly evolving design, is critical. Ultimately, we rely on the implementing prowess of our partners, and the recipe for serious impact includes working with organizations who make our designs real, rigorously track the effect, and are ready to pivot based on what the data tells them.



The social sector needs a design organization that is willing to do things differently.

It needs smart, nimble designers who are willing to explore, test, and innovate their way to the kinds of questions that need design-led answers.

As such, we've come to see the value of a portfolio approach to our work. Like any innovation organization, we've had hits and misses. And the truth is, if there weren't any misses we probably wouldn't be pushing the sector, or ourselves as designers.

Building a diverse portfolio of cross-sector work allows us to keep experimenting, to push the edges of technology, make small bets, and push ourselves to understand the next frontier for human-centered design. Once we identify those areas where we can make a real difference—financial and reproductive health are two—we'll already be on track to build the teams, resources, and relationships to double down on specific programmatic areas.

As we reflect and share what we've learned as an organization, it's probably also worth looking at IDEO.org on some kind of trajectory. We started four years ago with the bones, if perhaps not the heart, of a design consultancy. And in that time, we've prototyped, iterated, (and yes) failed, our way to becoming a mission-driven design organization that is making real change.

How We Create Change

We've spent four years experimenting, evolving, and exploring how a design organization can change the lives of the poor as effectively as possible. Our human-centered process routinely delivers new-to-the-world solutions tailored directly to the needs of a community, but how do we design our processes and partnerships to best leverage that innovation? And how do we bring the rest of the social sector and design worlds along for the ride?

So we took the opportunity to look back at our first four years, take serious stock of what we've designed, and interview a slew of our partners to better understand what we've brought to them and to the lives of the poor.

After considerable reflection, we believe that we create change in the lives of low-income communities in three ways:



DESIGN

*through the
solutions
we create.*

01



FUEL

*through the
problem-solvers
we teach.*

02



INSPIRE

*through the stories we
tell of human-centered
design in action.*

03

Design

We improve the lives of people in poor and vulnerable communities through the solutions we create.

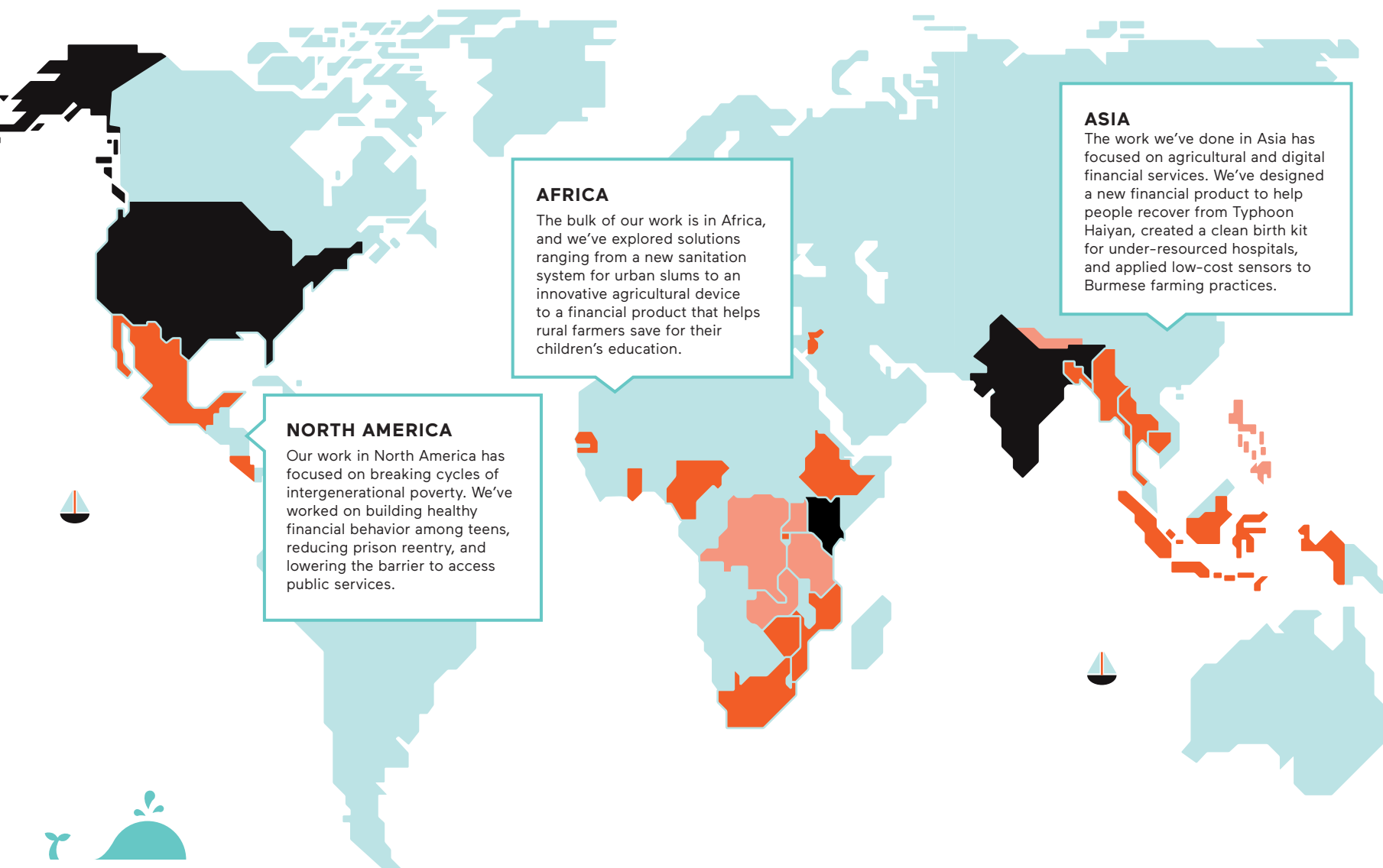
Since launch in 2011, IDEO.org has completed 64 design projects in sectors as varied as water and sanitation, financial opportunity, agriculture, early childhood education, and reproductive health. To make sense of this body of work, we sat down to tally the outputs, articulate our successes and failures, and dive deep into our portfolio with three case studies.

In the process of really reflecting on our work and our impact, we've come to understand what a good partner looks like, when we need to step up our game as designers, and what kind of work IDEO.org should be doing to change the sector and improve lives.

Our Portfolio at a Glance

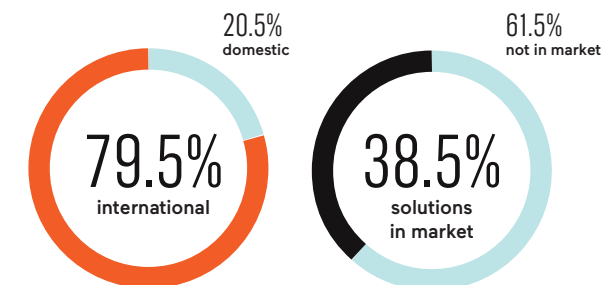
Our belief has always been that human-centered design will lead you to a powerful solution, even in the face of the world's toughest, most complex challenges. In doing 64 projects, we are seeing evidence that whatever we're designing—be it a product, service, or experience—keeping the people you are serving at the center of the process is key to unlocking new solutions.

We've worked widely, both in terms of geography and sector, building a body of work that has told us that human-centered design can have great impact.



64 COMPLETED PROJECTS SINCE 2011

23 COUNTRIES WORLDWIDE

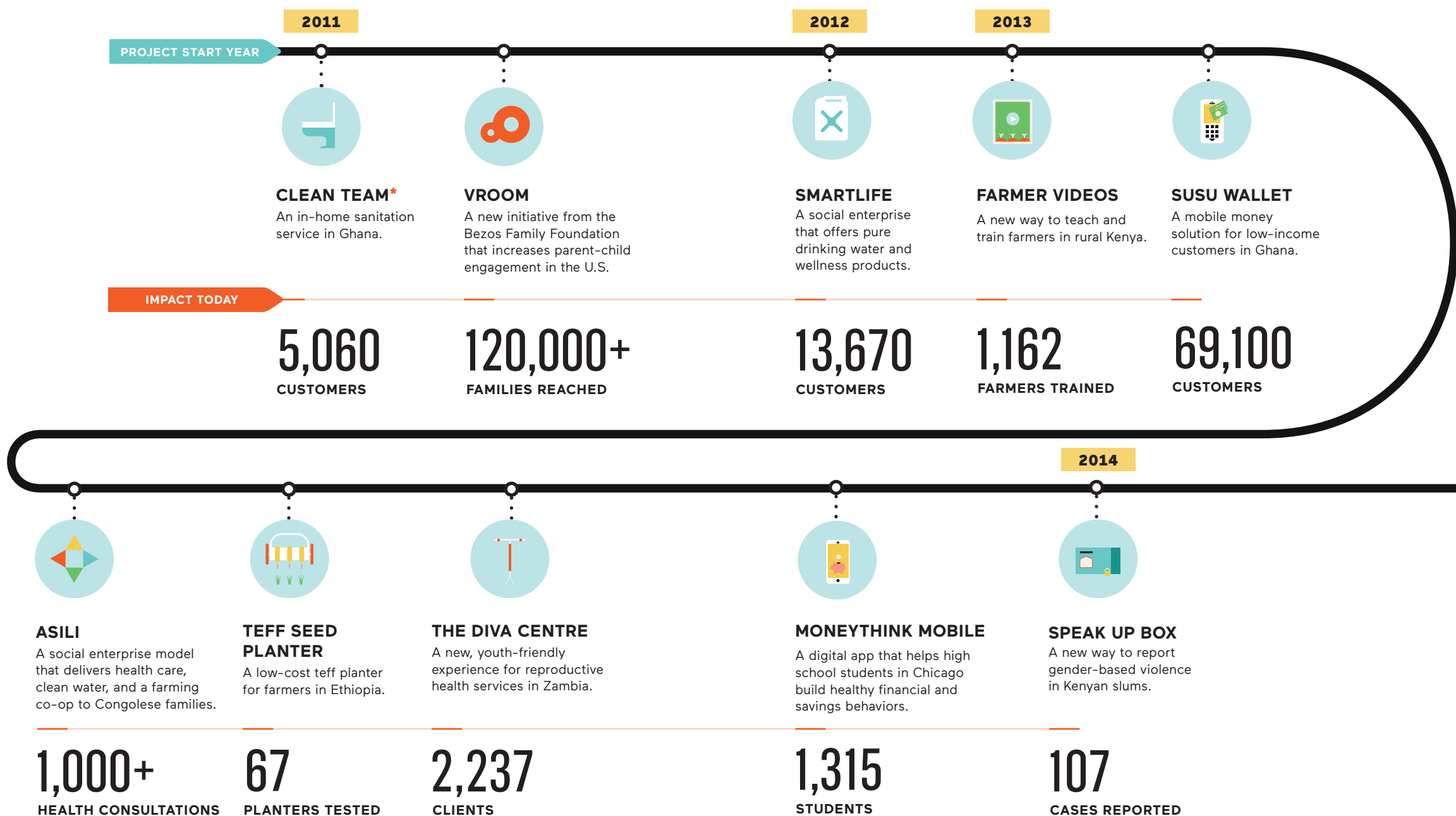


SECTORS	% OF PORTFOLIO
Health	25%
Financial Opportunity	17%
Agriculture	15%
Youth	14%
Water and Sanitation	14%
Community Building	7%
Energy	6%
Gender	2%

PROJECTS PER COUNTRY

- 6-15 Projects
- 2-5 Projects
- 1 Project
- 0 Projects

Ten Designs Improving Lives



*IDEO.org's work on Clean Team predates the launch of our organization.



*You win some, you lose some.
Here are a few we lost and
the key takeaways that will
keep us from doing it again.*

Due diligence on prospective partners is crucial. Look for red flags and take them seriously.

While partnering with an exciting player in the clean cookstoves space, we endeavored to design a more efficient stove that would meet the needs of low-income consumers. Where we tripped up was in ascertaining just how prepared our partner was to take our designs forward. Within a year they were bankrupt. And despite some warning signs, we let our enthusiasm for the challenge overshadow the capabilities of our partner.

Make sure you and your partners are squarely focused on the needs of the poor.

In 2011, we partnered with the Mexican bank Bancomer and the Consultative Group to Assist the Poor (CGAP) to design new savings products for low-income Mexicans. Despite a handful of compelling prototypes, we didn't ultimately get anything to market. A change in leadership at Bancomer, a shift in strategy away from the needs of the poor, and the introduction of some extremely challenging revenue goals sunk what were some promising ideas.

Your partner's team on the ground is as important as the one at headquarters.

In 2012, we took on the challenge of open defecation in Kumasi, Ghana, with Water and Sanitation for the Urban Poor (WSUP) and USAID. The result was Crap Map, a digital platform meant to chart open defecation and mobilize citizens in Kumasi to end the practice. And though we'd like to report massive impact, the truth is, we focused too much on the design of the platform and not enough on the implementation. Though we had huge buy-in from WSUP's global leadership, we did not focus strongly enough on the local team and what it could reasonably execute.

By starting a project already locked into a solution, you may prevent yourself from designing what people need.

In one of our first projects, we partnered with a large international development organization to help drive demand for their water service offering. Unfortunately, we started working toward a preset solution, one that suited our partner's assumptions on how to solve the problem, but not necessarily the needs of the community. And then, when our research told us that our partner's solution may not be the right one, we were already locked in.

A good solution must be feasible and viable for your partner to implement.

In 2013, we set to work with World Health Partners (WHP) to design more efficient and human-centered ways to deliver telemedicine to rural Indian villages. Our design team got deep into how to improve data capture in the process and prototyped a variety of ways to streamline the process for both WHP and on-the-ground clinics. But the system of reporting and interaction that we designed was simply too complex to be useful. We may have met the needs of the people we were designing for, but we lost sight of our partner's needs.



Good design counts only if it's integrated into people's lives. Here's what we've learned about getting it there.

Don't charge to an answer too soon.

When designing the Clean Team in-home sanitation service in Kumasi, Ghana, with WSUP, we kept an open mind as to what the ultimate design could look like. It would have been easy to determine that a low-cost toilet was the answer, but by testing a variety of hypotheses we saw that a multi-touchpoint service was what people actually wanted. By asking the right questions, and not racing to an answer, Clean Team developed into the right service for the community.

Long-term projects need smart phasing. Get feedback and test the viability of your design along the way.

We partnered with Ethiopia's Agricultural Transformation Agency and the Gates Foundation to design a new row planter for teff, Ethiopia's most important grain. A pretty serious engineering challenge, the successful design and implementation of a new planter will take years, not weeks. To get it right, we had to smartly plan out the stages of the project, enlist the right support, and collect evidence that the planter is worth investing in. Early field tests are afoot now, and there are indicators that the row planter is more effective than traditional planting methods.

Don't be afraid to borrow and evolve the stuff that works already.

When codesigning an app to build good financial habits among low-income Chicago teens, our design team took inspiration directly from what these young people already loved: Instagram, Snapchat, and Kik. There's no need to design sui generis solutions when the community you're looking to serve has enthusiastically adopted something similar. The Moneythink Mobile app is now being used by 1,315 students in 40 high schools.

Often, unlocking your partners and getting them prototyping can be the path to an effective design.

In our Amplify urban safety challenge, we set out to improve cities for women and girls. One grantee, Shining Hope for Communities (SHOFCO) in Kibera, Kenya, was the ideal partner. Not only had SHOFCO built deep trust in the community, but it already knows the people it serves. Leaning on SHOFCO's understanding of the local community, and strong human-centered research, our design team immediately got down to prototyping. This allowed us to put tangible ideas on how to get more men involved in combating gender-based violence in the community right away.

Design the solution your partner is excited about and capable of implementing.

When designing farmer training tools with Juhudi Kilimo in Kenya, we tried a variety of solutions at both ends of the tech spectrum. In the end, video was king. Though they may not have felt as revolutionary as other ideas that the design team tested, training and inspiration videos were the most relevant tools to the farmers and extension agents we were designing for. Today, 1,162 farmers have watched the eight videos Juhudi Kilimo has produced.

At IDEO.org, we lead with people not problems.

Here are three stories that dig into who we met, what they helped us design, and how we and our partners are improving lives.



LOCATION

Democratic Republic of Congo

PARTNER

American Refugee Committee

Asili

A community-designed social enterprise

If you live in Kabare in the Democratic Republic of Congo (DRC), odds are high that you don't have access to clean water. Which means that you may have a lingering case of diarrhea. Which makes seeking a passable yield from your fields all the more difficult. But what you'll never get over is having lost your son to pneumonia at age three. What's worse is that it's happened to so many of your friends too—one in five kids in the DRC doesn't make it to her fifth birthday. There just has to be a better future for your community, for your two other children.

If you live in Kabare, odds are also good that you've heard about Asili, a new social enterprise. Maybe you've had some of the clean water Asili has distributed since setting up shop in 2014. You've probably heard about the woman who moved from a neighboring village so she could give birth at the health clinic. Maybe you've seen your cousin's income sextuple since he started growing Asili potatoes. Or you've been to the church or restaurant that have sprung up right next to the clinic.

What's certain is that you, or one of your neighbors, helped design Asili, showing American Refugee Committee (ARC) and IDEO.org how to reach a population that has been let down by international aid for a generation.

Asili was designed
alongside the residents
of Kabare, DRC.



The first Asili zone offers a health clinic, water points, and farming cooperatives.

Asili now has two enterprise zones—with plans for two more—each a plug-and-play system that offers clean water, a health clinic, farming cooperatives, and whatever else might best serve the local population. It's already distributed 1,337,243 liters of clean water, seen 1,147 people in its clinics, and had some farmers report a sixfold jump in revenue.

But what's really exciting about Asili is that your neighbors, your friends, see it as a path out of years of conflict, the cycle of aid, a future that looks a lot like the past.

Within months of Asili's first clinic opening, locals opened a restaurant nearby. Then came that church. And a night school. And then, electricity poles—two vertical signs that Kabare is preparing, is prepared, for what's next.

Asili was initially devised to combat under-five mortality among Congolese kids. One in five perishes from preventable maladies like malaria, diarrhea, and malnutrition. But it swiftly became clear to IDEO.org and ARC that the only way to beat a broken system was to design one that works. So we looked beyond children and started to explore economic opportunity, nutrition for everyone, water, and services that build healthy kids and healthy communities.

That meant going deep with the community and going deep with our partner.



At the Asili health clinic, people are treated like customers, not charity cases.

Thanks to weeks of field research, and some very fruitful codesign sessions with the people of Kabare, we arrived at a service model that delivers what people need in a fashion that fits their lives. More importantly, it's a service model that will deliver brighter futures. We learned the nuances of Congolese life, how to nest control of Asili within the community instead of an individual, and that though people won't pay for water—it's a public good—they will pay into a membership model that gives them access to clean water.

As for ARC, our work together has helped them become a deeply human-centered organization. As they work to scale Asili from one zone to many, they've prototyped new ideas, iterated on what isn't working, and brought a human-centered lens to Asili at every step of the way.

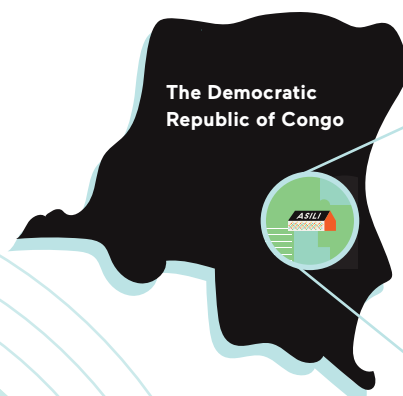
Best of all, this deep relationship with ARC, and a long-term vision for what Asili could mean to the future of the DRC, has allowed us to continue working together. We're on the verge of a second engagement to refine Asili, to push the business model, and learn more about what the community wants and needs.

Asili is on a path to scale. ARC plans to open four zones (clinic, agriculture, water) by 2017 serving a community of 40,000 Congolese. And its ambitions are borderless. Asili's plug-and-play service model has potential to work across sub-Saharan Africa.

If you've worked on Asili, odds are good that you're betting on success. And if you live in Kabare, you're probably betting on it too.

It Started with a Clinic

Asili began in 2014 in the South Kivu region of the Democratic Republic of Congo with one enterprise zone—a health clinic, water points, and farming cooperatives. Not only has the first zone delivered essential services to the community, it has invigorated the local economy by providing new opportunities for everyone.



20KM

CLINIC ACCESS

People have been accessing the health clinic from far corners of the region, some traveling more than 20km.

FUTURE ZONES

ARC plans to build the model to serve 30,000 additional people, divided into three zones, by 2017.

WATER POINTS

Prior to Asili, there were no certifiably clean water sources in the community.

1.3 million LITERS DISPENSED
60 LITERS/DAY USED PER HOUSEHOLD

ENTERPRISE ZONE

ARC has designed each zone to reach 10,000 people.

HEALTH CLINIC

Fifty-two percent of patients are women who are seeking services for themselves and their families. Children are now getting essential routine check-ups, which ensure that the most vulnerable to disease and illness are able to thrive.

1,147 PATIENTS SERVED

FARMING COOPERATIVES

Over 900 families have participated in a co-op model, which pools each harvest and ensures that all crops are purchased at the end of every season.

\$40 Farming revenue per harvest before joining Asili

\$246 Farming revenue per harvest after joining Asili

LOCATION

United States

PARTNER

Bezos Family Foundation

Vroom

Building kids' brains one moment at a time

Read to your kids. It's a parenting dictum as old as time, or at least Gutenberg. And all the current brain science shows that kids who get this kind of attention from their caregivers fare better in school and find themselves on paths to success. But living up to that ideal is easier said than done.

In contemporary American society, where "perfect" parenting looks like an 18-year-long Socratic dialogue with your child, not spending that nightly hour reading to the youngsters is tantamount to forgoing vegetables and visits to grandma. And when you're parenting in poverty, that hour can feel less like a goal than another standard you're failing to meet.

The Bezos Family Foundation and IDEO.org dug deeper into that brain science and found that reading is a means, not an end. For low-income parents, the goal shouldn't be spending an hour with Curious George, the goal should be to get those millions of little synapses firing early and often.



By reframing moments for engagement, Vroom is putting parents in the driver's seat.

So we asked: How can we reframe reading as engagement? How can meal time, bath time, even running errands join story time as moments to develop kids' brains?

Vroom is a new initiative from the Bezos Family Foundation that is turning the read-to-your-kids paradigm on its head by redefining the moments that build young brains.

At IDEO.org, we took a human-centered approach to the research and worked to set some of the strategy that led to the Vroom initiative. By marrying deep qualitative research with today's leading neuroscience, we did some early thinking for a new way to approach parent-child engagement—one that fits the lives of low-income parents and sets kids up for success.

A suite of tools, activities, and an app, Vroom inspires parents to turn everyday moments, like putting out the lights and brushing teeth, into brain building opportunities.

All parents want to be good parents. And by prizing many forms of parent-child engagement over sitting and reading, and delivering the tools low-income parents need to engage, Vroom is maximizing the time parents do have. Better still, it's showing that by reframing the moments for engagement, parents already have what they need to build their children's brains.

After piloting in Southwest King County, Washington, Vroom has expanded to 14 states.



Ready, Set, Vroom!

Vroom is a national initiative from the Bezos Family Foundation that gives every child a shot at success. By making early childhood development tools more accessible to parents, Vroom is redefining how parents engage with their kids to build their growing brains. In its pilot in Southwest King County, Washington, the foundation learned that working with existing networks of providers and community organizations is essential to delivering these tools to families. So far, the math is adding up in promising ways: by starting small, and working with the right partners, you can reach people in need.



THE PILOT:

47

COMMUNITY-BASED
ORGANIZATIONS

125

BUSINESS
PARTNERS

3,400

PARENT TOOLKITS
DISTRIBUTED

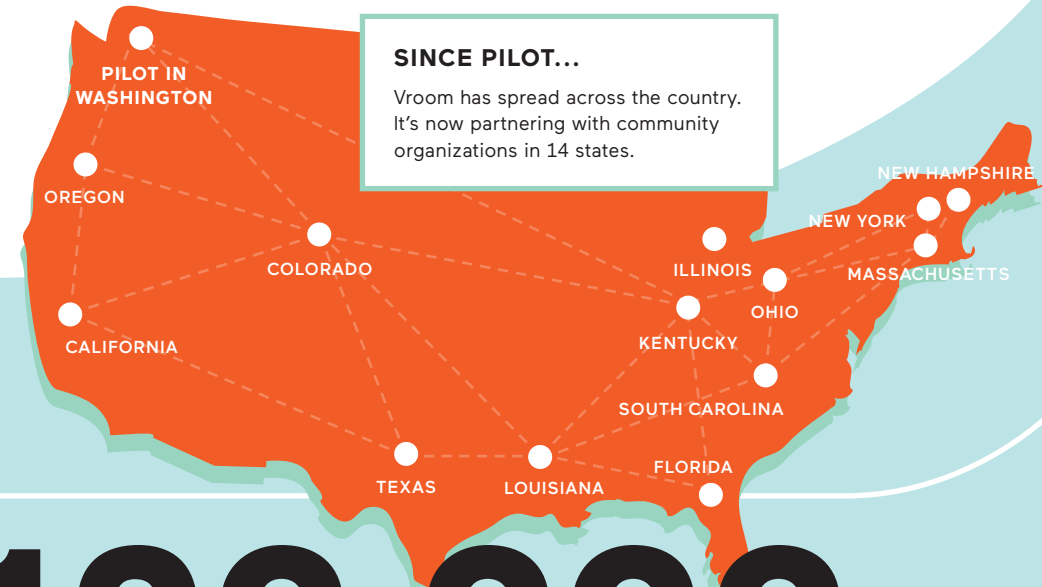


"Vroom helps parents feel like brain-building superstars. It's not just the educational content; it's also the empowering confidence that gives loving parents a strong foundation for raising bright, happy kids. Vroom fits seamlessly into our clinical services, filling a vital niche in our work to grow wellness."

—DR. BENJAMIN DANIELSON
Odessa Brown Children's Clinic, Seattle

"This app is a godsend. I live in New York City, and sometimes it's hard to do even the littlest things with my children. Now I have something that helps me help my children and I love it."

—PARENT



120,000 *families*

EXPOSED OR GAINED ACCESS
TO VROOM SINCE LAUNCH

LOCATION

Zambia

PARTNER

Marie Stopes International

Diva Centres

A girl-centric take on contraceptive services

In Lusaka, Zambia, a radical new approach to contraception is getting adolescent girls the information and services they need to finish school and take control of their futures.

Instead of intimidating health clinics, the Diva Centres, designed in conjunction with Marie Stopes International, are vibrant spaces just for girls. Girls do their nails while having natural conversations about boys and sex, connect contraceptives to their aspirations, and learn about reproductive health from informed peers as well as medical professionals. They learn about contraception in a judgment-free environment, one that shows contraception as a tool for achieving their dreams. Once they're ready and armed with accurate information, they choose the method that fits their lives.

We're designing contraceptive services tailor-made for adolescent girls in Lusaka, Zambia.



Nail polish, aspirational branding, and a girls-first approach has put the Diva Centres on a path to success.

An estimated 16 million teenage girls age 15 to 19 have unintended pregnancies every year. In Zambia, more than one-third of women give birth by age 18 and more than half have children by age 20.

As we looked across the reproductive health space with our partners, we came to see that very few organizations are designing services explicitly aimed at teens, despite the fact that teenage pregnancy is a strong predictor of girls leaving school and getting caught in the intergenerational cycle of poverty. Needless to say, we see a massive opportunity to design reproductive health services directly into the lives of low-income teens.

By taking a human-centered approach and spending weeks immersed in the lives and aspirations of Zambian teens, IDEO.org designed a multi-touch point approach to getting girls the contraception that they need.

Already, we've had 2,237 girls visit the first two Diva Centres, and a staggering 75% of them have received services; 41% of them are between 15 and 19; and for nearly half, it's their first time getting contraception.

What's exciting is that the Diva Centre is engaging the girls who are most difficult to reach—unmarried girls without children. They are stigmatized by their communities and discouraged by service providers to seek out contraceptives, which in turn inhibits adolescent girls from owning their futures.

There are currently two Diva Centres in Lusaka operated by our partner Marie Stopes International. A third opened in the fall of 2015.

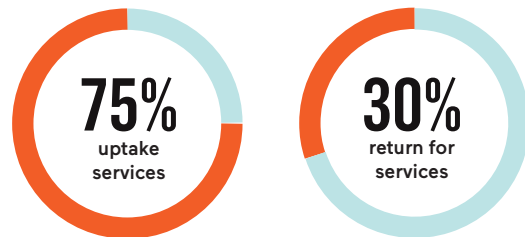
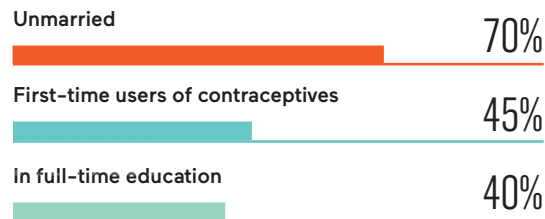
Meeting Girls Where They Are

The Diva Centre is a radically new approach to helping adolescent girls in Lusaka, Zambia, access reproductive health services and education. By meeting them right where they are physically and emotionally, Marie Stopes Zambia (MSZ) has been able to reach this historically underserved population of unmarried, first-time users of contraceptives. These adolescent girls are often discouraged and stigmatized from seeking reproductive health services. The Diva Centre is changing that by providing a safe and vibrant space that welcomes girls and meets their needs.

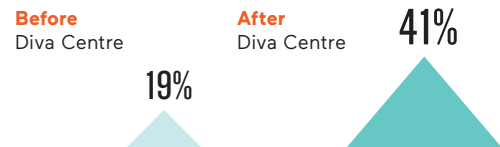
In its first 12 months of operating, the Diva Centre has served:

2,237 WOMEN AND GIRLS

A breakdown of a sub-group of Diva Centre clients:



PERCENTAGE OF DIVA CENTRE CLIENTS AGE 15-19



MSZ has estimated that the first Diva Centre has led to:



DIVINING DIVAS

A Possible Future

Early results of the Diva Centre have inspired us to think bigger: What would it take to reach all adolescent girls in Zambia's urban areas?

"I want to tell each and every girl to go to the Diva Centre. No matter how many girls we educate, if they don't have this, they'll end up in the kitchen."

—Diva Centre Client

WE ARE HERE

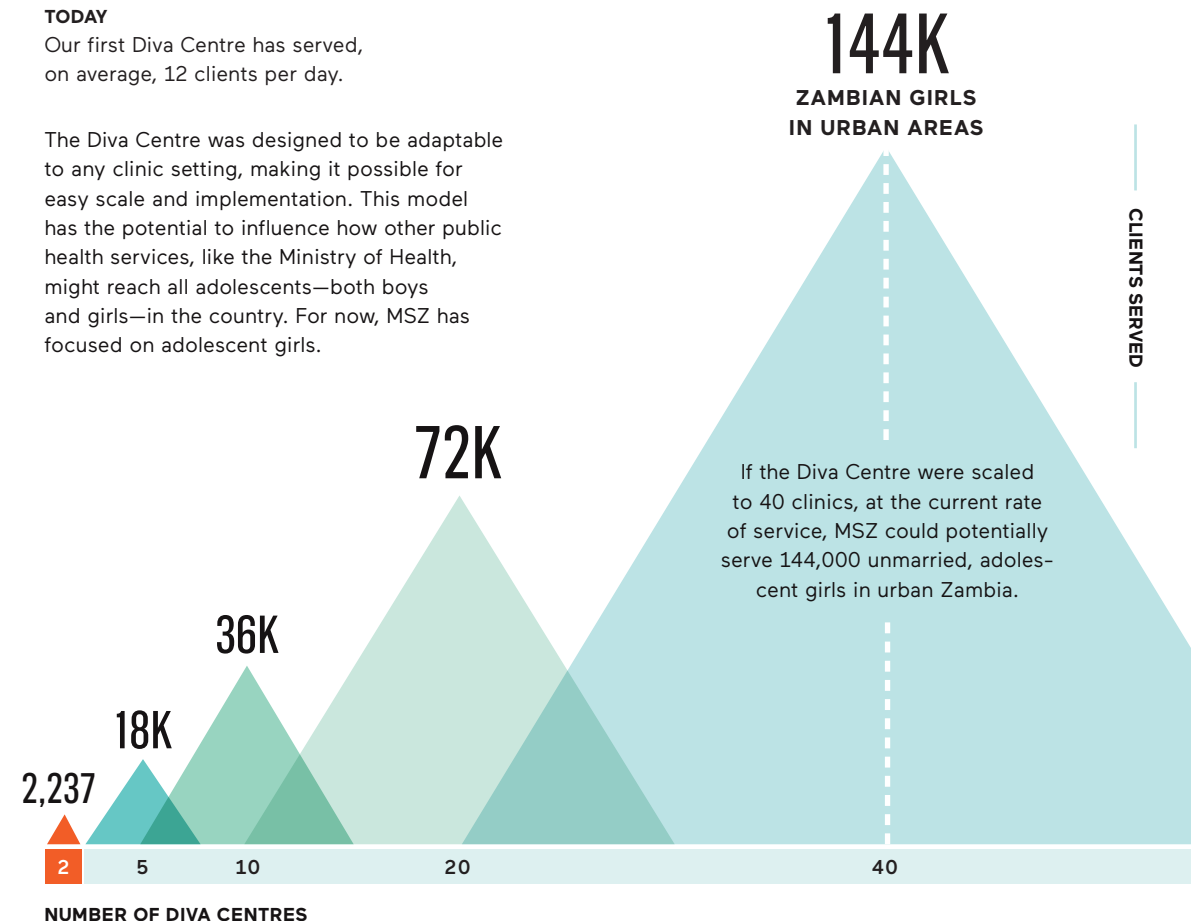


TODAY

Our first Diva Centre has served, on average, 12 clients per day.

The Diva Centre was designed to be adaptable to any clinic setting, making it possible for easy scale and implementation. This model has the potential to influence how other public health services, like the Ministry of Health, might reach all adolescents—both boys and girls—in the country. For now, MSZ has focused on adolescent girls.

PROJECTED



Fuel

*We improve the lives of people in poor and vulnerable communities through the problem-solvers we **teach**.*

To truly scale the kind of design-led innovation we think the social sector needs, we have to get human-centered design into the hands of everyone working on the problems of poverty. From day one, we've worked to help practitioners and funders, nonprofits and entrepreneurs, to become even more creative problem-solvers. If human-centered design is an arrow in everyone's quiver, more solutions will hit the mark.

We've grown Design Kit, our learning platform, to 408,000 people from almost every corner of the globe. Our tools and resources range from courses to a website to a book, and through them we've helped a vast network of problem-solvers embrace human-centered design. IDEO.org has partnered with organizations not only to build new solutions, but also to help inspire a culture of human-centered innovation. Here's how we're fueling human-centered problem-solvers at every level of the social sector.



Design Kit by the Numbers

Our learning community is accessing Design Kit's tools and resources across multiple platforms and a huge array of problem-solvers is embracing human-centered design. We've partnered with +Acumen to run the online Course for Human-Centered Design six times; it has the most sign-ups of any other +Acumen course.

408,000 *in* 211

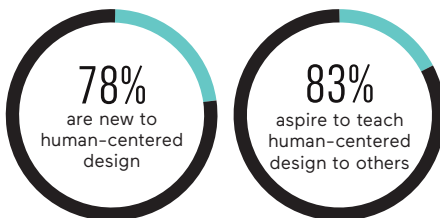
LEARNERS

COUNTRIES
AND TERRITORIES

USER SESSIONS PER COUNTRY

- 10,000–100,000+
- 1,000–10,000
- 100–1,000
- 0–100

LEARNER PROFILE



NET PROMOTER SCORE

The Course for Human-Centered Design

8.76

0 10

Most course takers are very likely to recommend the Course to a friend or colleague.



103K

Design Kit
Community

68K

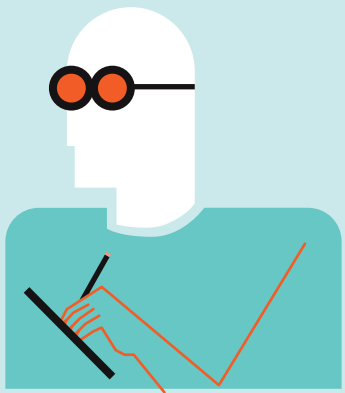
Field Guide
Downloads

155K

HCD Toolkit
Downloads

82K

+Acumen Course
for Human-Centered
Design Sign-ups



Problem-Solver Profiles

We talked with three changemakers who, thanks to our tools, are solving problems from a design perspective.



The Power of Prototyping

A Marketing Team Gets Tangible

Melissa Higbie is the Deputy Country Director-Programs and Marketing at Population Services International-Tanzania, a network member of PSI, a global health NGO with 45 years of experience delivering health care around the globe. Consumer insights drive so much of PSI's work, but Higbie wanted to find a way to go deeper. So she and a team of colleagues and friends enrolled in our Course for Human-Centered Design with +Acumen.

Over the seven-week duration of the course, Higbie and her team tried to figure out how to increase the uptake of cervical screenings in PSI-Tanzania's local clinics. Swiftly prototyping new ideas was a big shift in their approach as they devised a new way to get women into clinics. From there they could get immediate feedback from the women they were designing for and iterate on their solutions.

"Human-centered design sparked discussion within our team about how we can use the process to gain real-time feedback about how our solutions are working," says Higbie.

By the end of the course, the team had hit upon a new outreach strategy aided by local radio shows. Demand for screenings skyrocketed.

In the first day of testing their prototype, the PSI clinics could barely handle the influx of patients. On day two, the marketing team and health care staff iterated their approach to handle the new demand. And on the third day, the clinics had doubled their screening numbers.

"Before [using human-centered design], we would have operated for days—or even a month!—and then reviewed the numbers and tried to find a solution. Now, instead, we are problem-solving in real time."

A Human-Centered Hybrid

Qual meets Quant at the World Bank

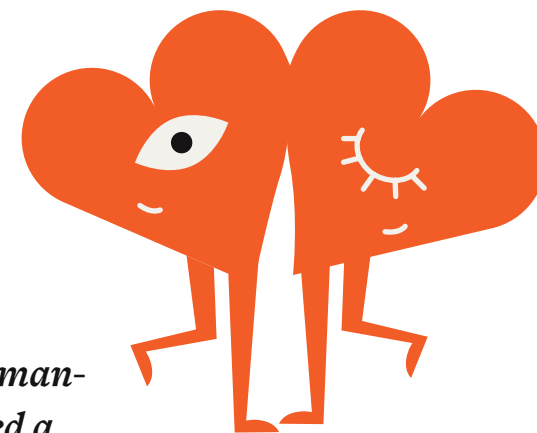
Before being selected as one of the World Bank's promising innovators for the 2014 World Bank Innovation Challenge, Senior Health Specialist Jumana Qamruddin had never heard of human-centered design outside of the tech field. But, shortly after attending a daylong workshop that IDEO.org led for her and other innovators, she was very curious to see how human-centered design worked in a development context.

"At the World Bank, we often seek to understand people through traditional social science methodologies," Qamruddin says. "What got me excited about human-centered design is that it offered a new and complementary type of research to what I'm already doing. It also allows you to come up with potential solutions differently and validate them through low-cost tests."

"As a development practitioner, my beneficiary is the most important person," she says, "so it makes sense that I should put them at the heart of new solutions. They should be the center, not the subject."

Qamruddin is currently working in Madagascar with the government to improve maternal and childhood health and nutrition outcomes. She has seen time and again that there is a gulf between mothers receiving instruction on good health and nutrition practices and actually adopting them in their day-to-day lives. So, after the workshop with IDEO.org, she added a human-centered researcher to her team to see if they could help the government design a new behavior change solution to improve outcomes.

"Part of what I like about human-centered design is the ethos of 'beginner's mind.' You have to be very deliberate about not letting existing hypotheses and assumptions drive the research. Starting the research process by going to villages and talking in depth with people—with a focus on simply listening and observing—is, in fact, quite powerful and leads to insights that you might not otherwise find."



"What got me excited about human-centered design is that it offered a new and complementary type of research to what I'm already doing. It also allows you to come up with potential solutions differently and validate them through low-cost tests."

Ultimately, Qamruddin sees extreme value in what she calls an "integrated model of working"—one that augments what the World Bank is best at with human-centered design's deep, people-first process.

"At the World Bank, we'd call the kind of research that our human-centered designer did 'anecdotal.' She talked with fewer than 20 people in a country of millions, but the perspective we got is so much deeper. Sitting with that smaller group of people for several days, understanding where they're coming from, and helping our government client do the same is a powerful and complementary approach to how we typically do things in development."

Moving forward, Qamruddin is excited to continue to integrate human-centered design into her development work. "I'd have never really known about it without the IDEO.org workshop," she says. "I wasn't suddenly transformed into a designer, but in my view, the true success of anything is that people take it up in whatever way they can. Seeing human-centered design take on a life of its own through other people and other organizations organically is the best kind of endorsement you can get."

Internal Innovation

A Program Officer brings HCD to HQ

Emily Getty, a Program Officer at Heifer International, first got hands-on experience with human-centered design doing fieldwork in Eastern Europe and South Africa. She saw the power of the approach as she embedded with communities, prototyped ideas, and sought feedback. Today, she's looking to integrate this innovative approach to problem solving into Heifer International itself.

The first step—leading a team of colleagues through IDEO.org's Course for Human-Centered Design. “Personally, I'm taking the course because I think that it will help me to ground some of what I've learned in the field in a more theoretical framework,” says Getty.

Getty has noticed that some of her colleagues already incorporate the principles of human-centered design into their project work, but she sees a chance to go deeper. “As an organization, we're not approaching things from a design thinking perspective on all levels. Some individual projects can be very human-centered, but once we've built out a solution and then start to look for collaborators, we lose some of that human-centeredness in the process. That's something that we're trying to change.”



As she and her colleagues work through the Course for Human-Centered Design, one of her objectives is to try to understand how Heifer International's internal systems might benefit from a human-centered perspective.

“We have a lot of functional internal systems and processes, and we are constantly looking for ways to improve them,” Getty says. “So my working group is taking the Course for Human-Centered Design and using it on the inside to reevaluate some of the ways we work. We're trying to understand how our staff is tackling challenges, if individually they feel empowered to fix what isn't working, and then to look for feedback on what is.”

“If we're not on our top game, not living human-centered design at headquarters, then we can't effectively make it a part of what we're putting out in the world.”

In some ways, this shift to the internal application of human-centered design builds on what Getty learned from working directly with low-income communities. “Every community has the power to solve its own problems. Often, we just need to unlock this inner potential that they have.”

Ultimately, embracing human-centered design is about getting innovative solutions to all kinds of challenges. “If we're not on our top game, not living human-centered design at headquarters, then we can't effectively make it a part of what we're putting out in the world. We have to walk the walk.”

Organizations Adopting Human-Centered Design

To achieve maximum impact, we have to push the way the social sector does business. Here are three big players internalizing human-centered design.

Designing with DFID

One of the deepest and most rewarding relationships we've built at IDEO.org is with the UK Department for International Development (DFID). And we've been truly thrilled to see human-centered design take root in one of the world's leading government aid agencies. In partnership with DFID, we launched our Amplify program, a bold initiative that identifies big development challenges, and then supports organizations around the world to design new solutions.

"The whole rationale for DFID to undertake the Amplify program with IDEO.org," says Jonathan Wong, former head of the Innovation Hub at DFID, "is that for the UK government to meet the ambition of the Global Goals for Sustainable Development, we need to test and scale new approaches to doing development better."

That new approach is human-centered design. And its effects are being felt beyond helping DFID take on challenges in new ways—both within and beyond the Amplify program.

"The key word in the UN's Global Goals for Sustainable Development is 'sustainable' and it's my personal perspective that the only way you can get there is if you get the people you're trying to help involved in solutions. You have to take a human-centered approach to create that sense of ownership. We can only get to sustainable development if we engage with the end-user."

Wong has already seen positive effects of a more human-centered approach.

"Here's an example of human-centered design helping us work more collaboratively," he says. "With the Amplify refugee education challenge, we had our education team working collaboratively with our humanitarian team. It's been a really interesting experiment in helping us develop an even more collaborative culture within DFID, and has allowed us to create easy, low-friction ways to test new ideas and work across sectors."

DFID's embrace of human-centered design, its cross-department approach, and some of Amplify's early returns, are starting to drum up interest outside of the organization.

"As what we've been doing with Amplify has gained in profile and notoriety, it's become more broadly appealing across the UK civil service," reports Wong. "Other UK government departments are asking about how we're doing this human-centered design stuff. So not only have we seen human-centered design diffuse across DFID, but it's starting to move across the wider civil service."

For Wong, human-centered design's true power lies in its ability to bridge teams and cultures, and drive toward new solutions.

"Innovation happens when diverse groups work together to develop solutions in a well-managed way. And the way we're running Amplify gives us the freedom to do just that."





CGAP Gets Customer-Centric

The Consultative Group to Assist the Poor (CGAP) is a force in financial opportunity, and thanks to a recent organizational embrace of human-centered design, it's also emerging as one of the most innovative players.

CGAP, which sits within the World Bank, began an experiment in customer-centricity in 2011 with the supposition that the reason so many well wrought financial products were falling flat was because they weren't designed with the lives of the very poor in mind.

"When CGAP's work in human-centered design first started, digital financial services operated in a kind of wild west," wrote CGAP's then-CEO Tilman Ehrbeck in the organization's report *Insights into Action: What Human-Centered Design Means for Financial Inclusion*.

"In many ways, the traditional financial sector fails poor families in the informal economy. Human-centered design is a step toward identifying opportunities to help them improve their lives."

"As we talked with providers, we grew convinced that the problem wasn't mobile money itself," Ehrbeck continued. "It was the approach that so many providers took to their customers. For the most part, providers weren't launching products or services based on well defined insights about clients in their markets. A good number were going to market with one-size-fits-all mobile money solutions that customers struggled to understand and to use."

To find out if human-centered design might be the path by which CGAP itself could introduce better, more innovative products, it engaged a small fleet of human-centered designers to undertake seven projects across eight countries. The design organizations CGAP partnered with included IDEO.org, Continuum Innovation, Frog, and Dalberg. And though not every digital financial product that came of the work was a hit, human-centered design was.

After its initial exploration of human-centered design, CGAP was anxious to share what it had learned with the financial services community. Ditching its traditional white paper format, CGAP partnered again with IDEO.org to produce *Insights into Action*, a digital

magazine that dove deep into what it means to learn directly from customers and then bring their ideas to life. Since its 2014 launch, *Insights into Action* has been one of CGAP's most popular publications, and the report was picked up outside the financial press by *Fast Company* and *Wired*.

Better still, CGAP continues to bring human-centered financial products to the lives of the poor. In 2015, it continued its pursuit of customer-centric solutions by partnering with both IDEO.org and Dalberg's Design Impact Group to design even more digital financial services.

Today, CGAP has so fully embraced human-centered design that it's starting to build its own customer-centricity toolkit says Yanina Seltzer, Financial Sector Analyst.

"CGAP as a whole is adopting customer-centricity as part of a deliberate strategic effort," she says. "And a big part of that is our work with IDEO.org and human-centered design. We initially had a customer team...but, working with IDEO.org really influenced this adoption and practice of customer-centricity organization-wide."

Moneythink Goes Problem-Forward, Not Solution-Backward

“The impact that our engagement with IDEO.org has had in terms of user-centricity cannot be overstated. We took so much from our work together and have put what we learned directly into all of our internal strategy.”

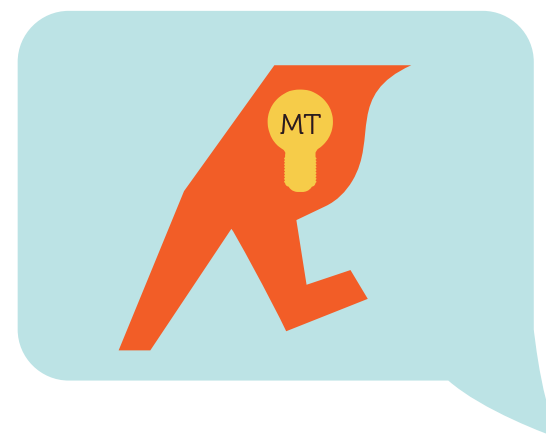
That’s Ted Gonder, Cofounder and CEO of Moneythink, a Chicago-based nonprofit dedicated to building financial literacy in low-income communities. IDEO.org partnered with Moneythink on two projects—the first to build the financial literacy of Chicago teens and the second with veterans—and though we’re immensely proud of the work we created together, we’re as excited to see Moneythink emerge as a human-centered powerhouse in the social sector.

This shift is due in large part to how Moneythink has operationalized human-centered design. They claim it’s part of what has kept them sharp and creative, so much so that Gonder was asked to sit on the President’s Advisory Council on Youth Financial Capability.

“At Moneythink, we talk about being problem-forward instead of solution-backward,” says Gonder, “and that orientation stems from our work with IDEO.org. We work hard to stay on that end of the spectrum.”

Teams at Moneythink frame their challenges in terms of “how might we” provocations, find ways to build lightweight prototypes of innovative ideas, and have made design sprints on everything from how to get teens to better engage with their app to how to design a better commute de rigueur. Better still, teams routinely test their ideas against the desires of the people they’re designing for.

Former Chief Innovation Officer Jennifer Shoop also notes that by embracing human-centered design, Moneythink has experienced a profound strategy shift as well.



“One of our team mantras on the product side is ‘Nothing important happens inside the office.’ We talk to users often and capture their opinions and feedback in meticulous detail. Everyone is expected to get out into the classroom once a month, and that comes from our emphasis on user feedback, which is core to what human-centered design is about.”

“When we were launching Moneythink Mobile [a project done with IDEO.org] I remember being pretty stressed,” says Shoop. “Some numbers weren’t as good as I wanted them to be, and an IDEO.org team member helped me realize that a true pilot is about validating or invalidating value hypotheses. That has changed the entire way we think about testing a product, and it lets us orient ourselves as a learning organization.”

In the end, the benefit is to those Moneythink is looking to serve: low-income young people. “At a high level, I’d say that what sets us apart, and actually gives us a compelling competitive advantage, is that we stay really close to the end user,” says Gonder. “We have unique insight into young people, and we keep bringing that youth voice to the table.”

Inspire

*We improve the lives of people in poor and vulnerable communities through the stories we tell of human-centered design in **action**.*

Since our inception, IDEO.org has been telling stories, creating tools, and building a community of global problem-solvers to push the practice of human-centered design. To us, getting human-centered design adopted across the social sector is as important as anything that we've designed.

For us, telling stories is all in the service of showing the sector at large that human-centered design gets to innovative solutions. We're out to influence our partners, colleagues, social entrepreneurs, on-the-ground nonprofits, and, well, everyone, to put human-centered design into practice. Better still, we're starting to see it take off.





WIRED MAGAZINE

November, 2013

What innovation do
you think is changing the
most lives in the
developing world?

“HUMAN- CENTERED DESIGN.

Meeting people where they are and really taking their needs and feedback into account. When you let people participate in the design process, you find that they often have ingenious ideas about what would really help them.”

MELINDA GATES

CO-CHAIR OF BILL & MELINDA GATES FOUNDATION



In 2015, we're starting to see some early returns of our work sharing the story of human-centered design.

Granted, influencing the vast social sector to take up an approach like ours is an incredibly tough task. And measuring something as slippery as influence is tougher still.

Yet, over the last four years we've seen human-centered design, and the idea that design more broadly might have something powerful to say about beating poverty, starting to catch.

"IDEO.org's...practice has been influential for multiple stakeholders," says Allan Chochinov, Editor-at-Large at Core77 and Chair of the School of Visual Arts MFA Products of Design. "For professionals, they're walking the walk of a more compassionate practice, and for emerging designers, they've signaled a shift away from careers 'in the service of industry' to careers that serve a more holistic purpose."

In the design world, we're finding a pretty serious appetite for the socially-minded products and services we and our partners have designed. In 2015 alone, our work and Design Kit have been recognized by Fast Company's Innovation by Design Awards, the American Institute of Graphic Artists, the Aspen Ideas Festival, the INDEX Awards, the Core77 Design Awards, and the Industrial Designers Society of America. We've been honored by some of these same organizations in the past, but our showing this year tells us that social impact design is on the rise.

We've seen venerable design schools like California College of the Arts, Art Center College of Design, and the School of Visual Arts teaching young designers that their craft has something serious to say to the lives of people in low-income communities. Business schools at institutions like Stanford, Harvard, the University of Toronto, and Johns Hopkins are now incorporating human-centered design into their curriculums.

Perhaps the biggest shift we've seen in the social sector is that major funders are specifically looking for human-centered partners. We've seen organizations like USAID, the World Bank, and the Gates Foundation explicitly require a human-centered approach in their public requests for proposal.

Ann Mei Chang, Executive Director of the U.S. Global Development Lab at USAID gives an idea why: "To meet the goal of eliminating extreme poverty for the world's poorest citizens, we need to rethink development. Human-centered design provides more opportunities to meet individual needs and deliver long-term sustainable solutions."

Robert Fabricant, a leader in the field of mission-driven design and Principal at Dalberg's Design Impact Group agrees. "IDEO.org has played a transformative role in opening up the dialogue with large funders and grassroots organizations alike regarding the power of human-centered design to address the needs of the poor."

We've also seen social sector conferences—the kind that set the agenda for decades—start name checking human-centered design frequently. The Clinton Global Initiative (CGI) and Aspen's Spotlight Health conference routinely include discussions of human-centered design. And CGI, the Aspen Ideas Festival, and Skoll World Forum now all have design labs as part of their programming, a pretty serious shift from just a few years back.

The press is paying attention too. Publications like the *New York Times*, the *Guardian*, *Wired*, *Stanford Social Innovation Review*, *Fast Company*, *Forbes*, *Time*, and more have featured not just our work, but the idea that human-centered design can unlock innovative solutions across sectors.

"IDEO.org is playing a leadership role in integrating human-centered design with strategy and social science to address the world's most challenging social problems. Its adaptive, non-ideological approach, coupled with its transparency about failures and willingness to learn from them, provides a model for others in the field."

PAUL BREST

Professor (Emeritus) Stanford Law School;
former President, Hewlett Foundation



“Human-centered design provides unparalleled opportunities to engage communities in the development process and to deliver social impact. Together, we can transform lives.”

ANN MEI CHANG

Executive Director of
U.S. Global Development Lab, USAID

It's early days, sure, and a few nods from the press is a nice start. The truth is that we've got a long way to go. And yet, this change, this shift in how the social sector tackles the challenges of poverty, is real.

Our aim has always been to be part of a broad community of innovative problem-solvers looking to change lives. We think that human-centered design is the route by which to get there. We're not alone.

You Don't Have to Take Our Word for It.

Here's what some of the social sector's most important voices are saying about the power of human-centered design.

DR. ZIA KHAN

Vice President for Initiatives and Strategy,
Rockefeller Foundation

"By engaging upfront with users, funders and practitioners can be far more confident of how the intervention will work, why people will or won't adopt it, and how it will scale to achieve the broader impact they seek."

TRALANCE ADDY

Founder and President, Plebys International

"There is no question in my mind that the widespread adoption and practice of human-centered design concepts in developing economies is foundational. The enthusiasm and actual adoption in practice, and in real-time to create new models, products, and services, certainly exceeded my already ambitious expectations!"

SARAH HARTMAN

Director of Development and Public Affairs,
American Refugee Committee

"IDEO.org's collaborative approach to partnerships and programs means they go beyond designing compelling solutions for end-users. They transform organizations in the process, bringing them along at each phase, creating new agents and provocateurs for lasting change. They've completely changed the way we operate and we believe, together, we will change the way aid works."

FRED SWANIKER

Chairman and Founder, African Leadership Academy

"Human-centered design was embedded in our entrepreneurial leadership curriculum at African Leadership Academy from inception. We're seeing the tremendous impact this is already having on our graduates. For instance, one of our young leaders from Malawi launched the 'Ekari' book series based on a human need she identified in her country—the lack of culture-appropriate books for African children. Another young woman from Nigeria launched a tutoring program that leverages art to motivate young girls to stay in school based on the need she identified while doing community service in an informal settlement."

We Can't Do This Alone

This publication is the result of many rich and lengthy conversations with our partners. They have helped us understand how our designs become real in the world in the form of numbers, surveys, photographs, and stories. IDEO.org helps to design new solutions, but our partners are out there delivering those solutions to communities every day. Without our partners, there would be no impact.

So we close with a big thank you to them especially to those who monitor and track the work on the ground and gather the data on which this book is based.

Thank You

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