



The Innovation Audit Big Picture 2016



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About Bond

Bond is the civil society network for global change. We bring people together to make the international development sector more effective. bond.org.uk

About Inventium

Inventium is Australia's leading innovation consultancy – and the only one that uses a scientifically proven approach. We are a bunch of science geeks applying the latest and greatest findings from psychology, neuroscience, management science and cognitive science to help organisations gain a competitive edge through innovation. inventium.com.au

Acknowledgements

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Executive summary

Overall scores from the 62 organisations surveyed indicate that the group is in the early stages of its innovation journey. There is still significant room for consolidation and

1. improvement on the most basic *foundation* level innovation drivers, while low performance scores against the higher-level innovation drivers suggest the need for a step-change in how innovation is supported.

The strongest drivers of innovation within the group at present are *climate* (staff perceptions of organisational culture) and *capability* (staff perceptions of their skills and ability to innovate). Just 14% of survey respondents, however, reported having received formal innovation training. This suggests that most INGOs are perhaps relying on inherent staff skills and existing organisational enablers rather than proactively seeking to manage and drive innovation.

- 2.
3. There was no obvious correlation between organisational size (as measured by annual expenditure) and perceptions of innovation capability, somewhat debunking the myth that smaller organisations are more innovative. NGOs with annual expenditures in the £500,000 – £2m and £2m–£5m ranges appear to face particular challenges related to innovation.

4. The results indicate a correlation between levels of unrestricted income and perceptions of innovation performance. INGOs with less than 40% restricted income scored more highly than the sector average on all innovation drivers, while INGOs with more than 60% restricted income scored below the sector average on a majority of innovation drivers – including *resources*. For senior leaders and funders, this should reinforce the importance of unrestricted income as a significant pre-requisite of innovation.

Key opportunities for this group to improve its innovation performance lie with more directed and purposeful support for innovation, including:

5.
 - Creating a robust and structured innovation *process*, with distinct phases from problem analysis to ideas generation to experimentation and implementation.
 - Ensuring that there is alignment between innovation and *strategy* – clarifying how innovation will help achieve specific objectives.
 - Identifying how innovation will be formally incorporated within all staff *roles* and innovative behaviour appropriately rewarded.

Introduction

This report provides an insight into the innovation performance across the Bond network of international NGOs (INGOs), based on survey findings from 62 member organisations. Each participating organisation undertook an online audit of staff perceptions during May 2016 which explored how well innovation is embedded and supported against nine key drivers of innovation.

The purpose of this study was to start to build an evidence base of the sector's innovation ability, so that Bond might offer better targeted support. By providing participating organisations with individualised scores against each of the nine innovation drivers, we also hope to facilitate decision-making at senior levels on the resources and action needed to support improvement in each organisation's innovation performance.

The findings build on previous research by Bond which highlighted the types of innovation happening within INGOs, and the strategies and approaches organisations are using to foster them.¹ Through its futures and innovation programme, Bond is committed to helping its members innovate new approaches and models that can better meet changing needs and respond to the shifting international development landscape.

This report is divided into the following sections:

- 1. Interpretation guide** – this section explains the methodology and framework underpinning the Innovation Audit and benchmarking study. It also presents the demographic profile of the individuals and organisations that make up this sample.
- 2. Sector results** – this section presents the average (mean) results of all responses received from the 62 participating organisations. It offers an indication of how the UK INGO sector as a whole is performing, identifying critical areas of strength and weakness that deserve further reflection.
- 3. Disaggregated sector results** – this section disaggregates the summary sector results by organisational size (based on different categories of annual expenditure ranging from £100,000–£500,000 to > £40m), and by different levels of restricted income. It attempts to offer a more nuanced view of the innovation enablers and blockers for the diversity of organisations contained within this sample and the wider Bond membership.
- 4. Appendix** – the appendix provides more information on the nine innovation drivers, and a list of participating organisations.

¹ Bond, An introduction to social innovation for INGOs (2016). Available from: <https://www.bond.org.uk/resources/an-introduction-to-social-innovation-for-ngos> [accessed 12 Jul 2016].

Interpretation guide

Methodology

The survey

The Innovation Audit is an anonymised multiple-choice survey in which respondents answer a set of questions about their organisation's innovation performance against the nine key drivers of innovation that make up Inventium's innovation framework. These drivers are organised into three thematic pillars (structure, leadership, people) and increasing levels of maturity (foundation, graduation, optimisation).

'Sector' results

A total of 62 organisations participated in the online Innovation Audit. The group was diverse in size and in nature, but we use the term "sector" with the caveat that we cannot claim that this group is either fully representative of the Bond membership, or the more nebulous UK-based INGO sector, but we do believe it provides a good proxy and indicator of innovation performance for both.

All responses from these 62 organisations are included in the demographics, and overall sector results. Including all valid responses presents the best overview of current sector performance and provides a strong baseline from which to boost innovation efforts. Only one organisation in the < £100,000 expenditure category participated in the audit. They have not been included in the disaggregated sector breakdown by expenditure size as this is not a significant enough sample size from which to draw conclusions about this group.

Scale response

The responses to questions in the Innovation Audit were measured on a six-point scale from "strongly disagree" to "strongly agree" (see below). When the mean and standard deviation of specific items are reported, please refer to this scale, unless otherwise specified. Mean and standard deviation refer to all individual responses received from the total sample or the particular group of organisations being studied.

Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
1	2	3	4	5	6

The innovation framework

Optimisation	Measurement <i>(quantifying your innovation efforts)</i>	Communication <i>(turning innovation into a habit and keeping it top of mind)</i>	Positioning <i>(being a thought leader on innovation)</i>
Graduation	Resources <i>(allocating time, money and people to drive innovation)</i>	Strategy <i>(aligning innovation with organisational strategy)</i>	Roles <i>(driving motivation through role definition)</i>
Foundation	Process <i>(the pathway from identifying the problem to impact at scale)</i>	Climate <i>(staff perceptions of the organisational culture)</i>	Capability <i>(skill building for innovation)</i>
	Structure	Leadership	People

Inventium's innovation framework is based on nine key drivers of innovation best practice which have been identified through the study of top-performing innovative organisations.

The drivers are organised around three thematic pillars (structure, leadership, people), and show how the focus differs for increasing levels of innovation maturity – from foundation, to graduation and finally optimisation levels of the framework.

This framework has been used to measure the innovation performance of a wide variety of government, private and non-profit organisations around the world.

Structure

Having optimal structures in place is critical, especially for medium to large organisations. That is, organisations need a clear and efficient *process* for innovation. They also need to effectively and deliberately *resource* innovation (from a time and money perspective). Finally, they need to be able to *measure* innovation efforts to understand what is working and what needs to be changed.

Leadership

Having effective leadership plays an essential role in innovation. Managers are responsible for fostering a *climate* that supports innovation, developing an effective innovation *strategy* that aligns with the broader organisational strategy, and that there is clear and consistent *communication* around innovation.

People

The people in your organisation are essential for innovation. Building *capability* for innovation, and recognising that the skills to be an effective innovator are learned, is fundamental. Having clearly defined *roles* and ensuring that individuals and teams are motivated is important. *Positioning* your people and your organisation as leading innovators in your field is the icing on the cake.

Heat map legend

The heat map presents an overview of performance across the nine drivers within the innovation framework, coded according to a mean score range. The score provided represents the mean average of the particular identified group of organisations.

Level six
5.8 – 6.0 mean score

Results suggest that performance against this driver is in line with a best practice approach to innovation. These organisations should keep up what they are doing and ensure their initiatives continue to build on this success.

Results indicate that while performance is strong against this driver, there is still some room for improvement. These organisations should identify how you to reach a best practice level of performance.

Level five
4.8 < 5.8 mean score

Level four
3.8 < 4.8 mean score

Results indicate progress towards strong performance for this driver. These organisations should make sure that innovation practices are embedded across all areas of work to reach a higher level of performance.

Results suggest that although performance against this driver is adequate, there are also some performance gaps or areas for improvement which should be addressed.

Level three
2.8 < 3.8 mean score

Level two
1.8 < 2.8 mean score

Results suggest some significant performance gaps, and therefore initiatives should target any deficiencies in relation to this driver. These organisations should use this report to help identify and address any shortcomings.

Results indicate that this driver requires critical attention. This is a marker of a very significant performance gap for these organisations, preventing them from achieving better results through innovation.

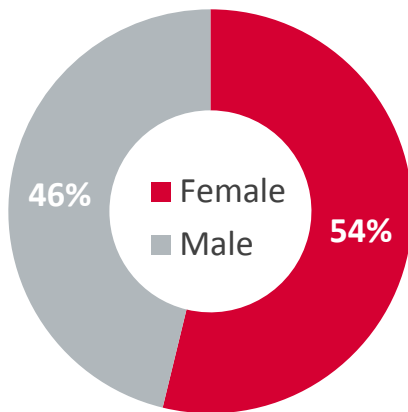
Level one
0.0 < 1.8 mean score

Demographics

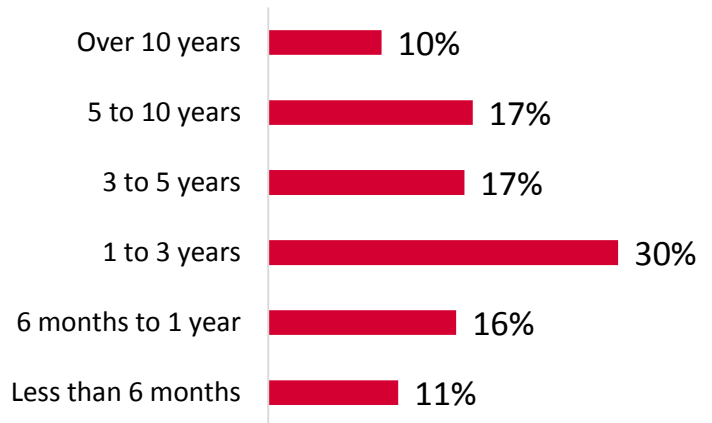
A total of 62 Bond member organisations participated in the survey. The demographic spread of these respondents is important to review prior to interpreting results because the data reflects the perceptions of this sample of employees.

The following graphs depict the spread of respondents across the demographic areas obtained from the Bond member sample.

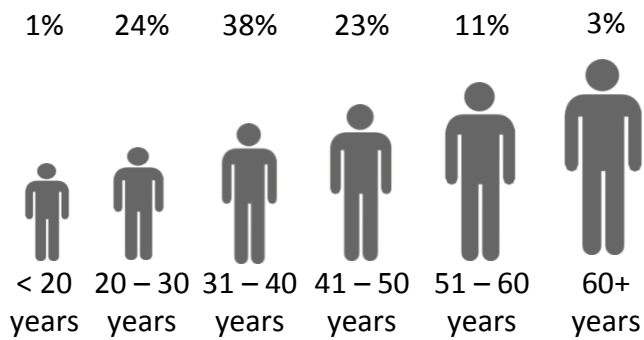
Gender



Tenure



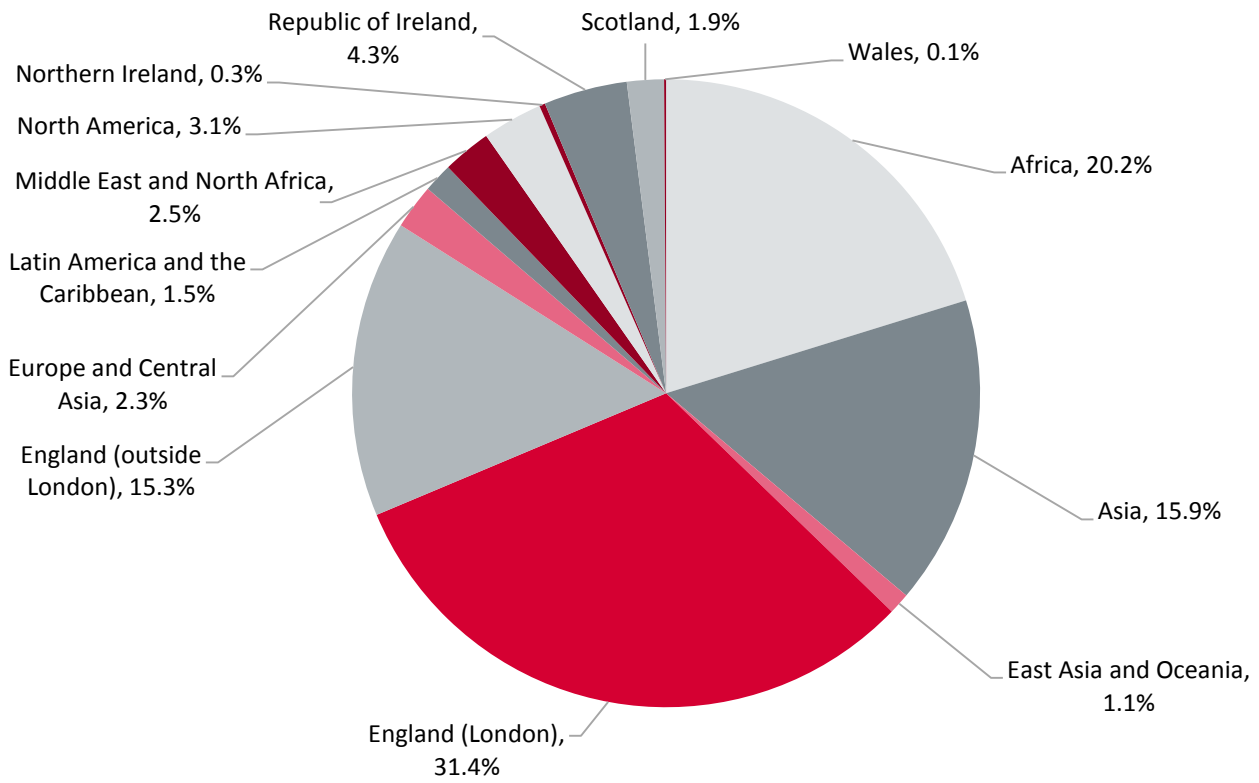
Age



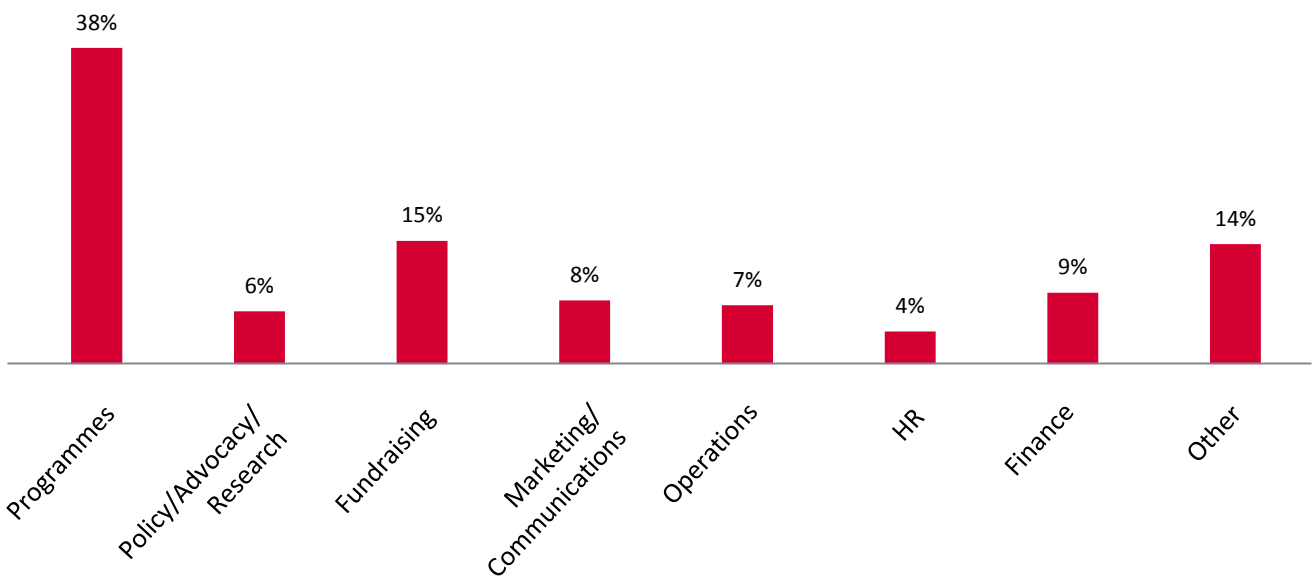
Seniority

Trustee	1%
Director/Executive	6%
Senior manager	13%
Manager	27%
Officer	36%
Other	18%

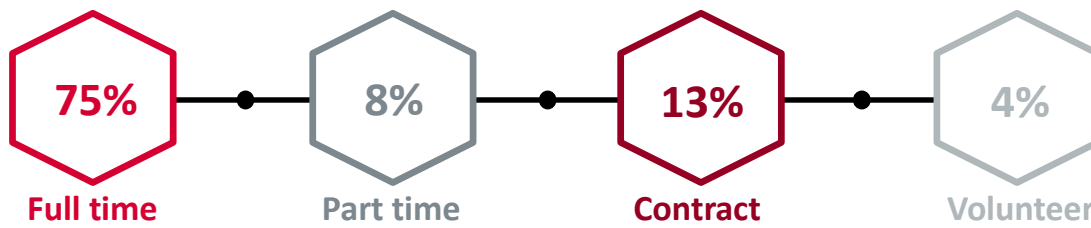
Working location



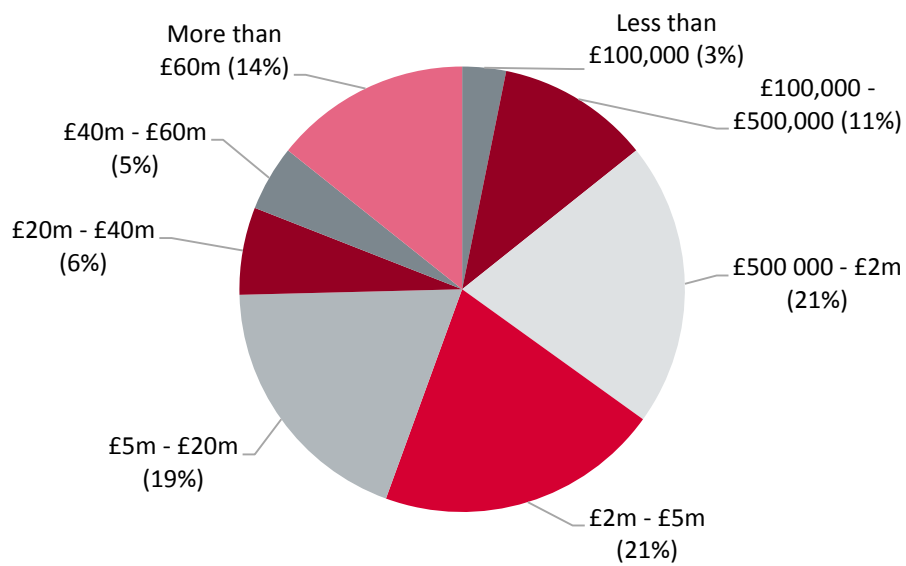
Department



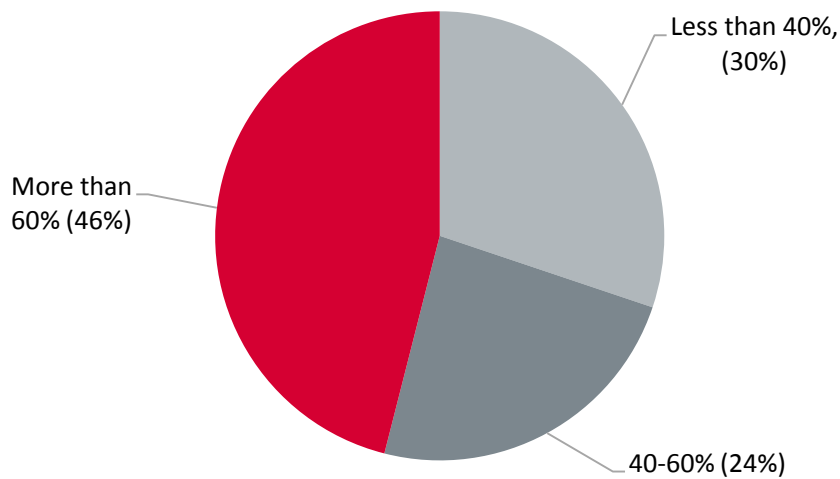
Employment type



Annual expenditure (size of organisation)



Level of restricted income



Sector results

Key

Level six	5.8 – 6.0 Mean Score
Level five	4.8 < 5.8 Mean Score
Level four	3.8 < 4.8 Mean Score
Level three	2.8 < 3.8 Mean Score
Level two	1.8 < 2.8 Mean Score
Level one	0.0 < 1.8 Mean Score

Findings

- Across the 62 participating organisations, *climate* (perceptions of organisational culture) and *capability* are the strongest drivers of innovation.
- However, overall low scores at the foundation and graduation levels reflect a sector that is just starting out on its innovation journey
- Key opportunities for improvement lie with more purposeful support for innovation, introducing a structured *process*, clear *strategy* and formal recognition within *roles*.

Optimisation	Measurement 2.6	Communication 3.5	Positioning 3.5
	Resources 2.8	Strategy 2.7	Roles 2.7
	Process 2.9	Climate 3.9	Capability 3.8
	Structure	Leadership	People

Foundation-level innovation drivers

Process

2.9/6

The pathway from problem identification to impact at scale

What does it mean?

There is some structure to the innovation process. People understand the different check points an idea passes through from conception to implementation. But there are major inefficiencies and bottlenecks throughout the process.

What does it mean?

Innovation is mentioned now and again by senior managers, but inconsistently. There is some direction from senior managers about how they expect staff to innovate.

Climate

3.9/6

Staff perceptions of organisational culture

Capability

3.8/6

Skills building for innovation

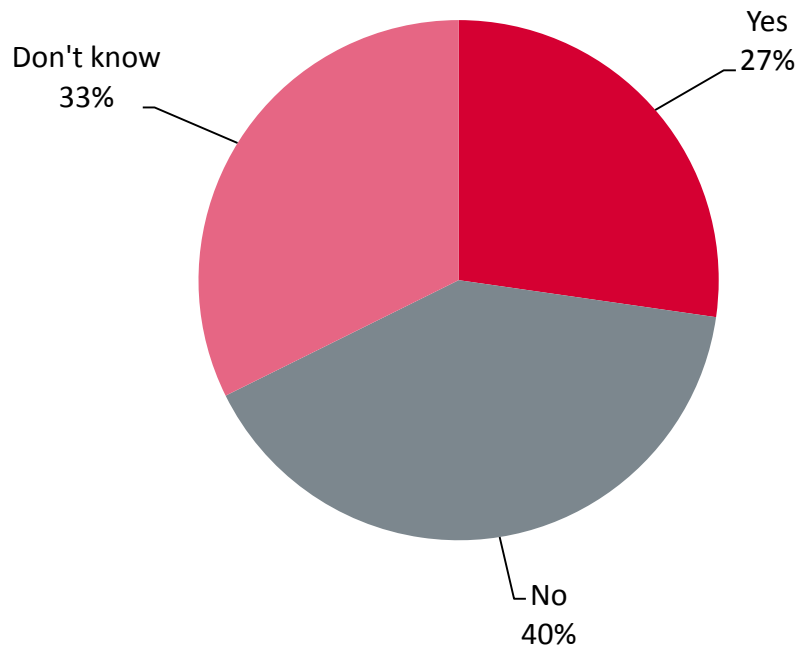
What does it mean?

People have a moderate skill level for innovation and actively seek ways to improve. There is a high level of sector knowledge and customer insights but this does not extend to news outside the sector.

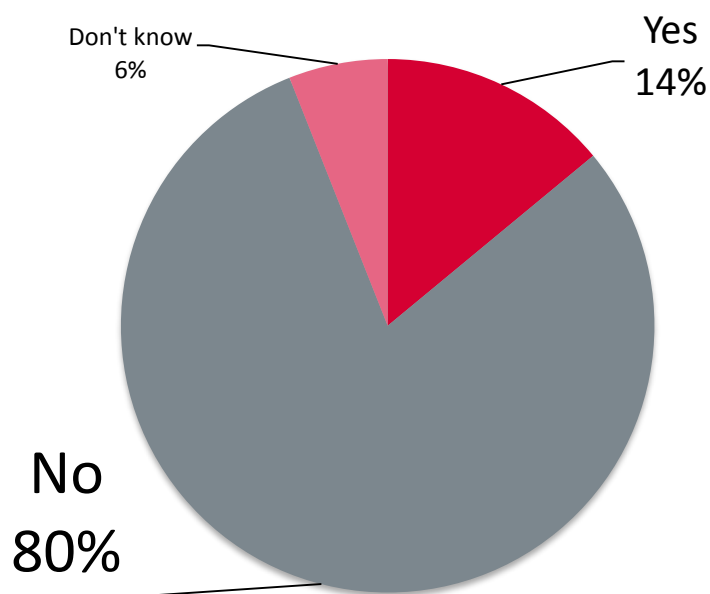
Capability

Staff were asked about the availability of innovation training, and whether or not they had attended formal innovation training. The results indicated that although 27% of respondents had the opportunity to receive formal innovation training, only 14% had taken it.

Staff who were given the opportunity to receive formal innovation training



Staff who received formal innovation training



Graduation-level innovation drivers

Resources

2.8/6

Allocating time, money and people to drive innovation

What does it mean?

Innovation is somewhat well resourced. Now and again money is allocated to innovation projects and staff are given time to think about new ideas. However, innovation budgets are the first to be cut when times get tough.

What does it mean?

There is an organisation strategy with some loose innovation goals. It is not clearly stated how innovation fits within the organisational strategy.

Strategy

2.7/6

Aligning innovation with organisational strategy

Roles

2.7/6

Driving motivation through job definition

What does it mean?

Innovation is not something that is measured as part of staff roles, but some managers informally recognise the innovation efforts of staff.

Optimisation-level innovation drivers

Measurement

2.6/6

Quantifying your innovation efforts

What does it mean?

Innovation is not formally measured. Metrics such as activities, actions and outputs are recorded, but it is unclear which innovations influenced these measures.

What does it mean?

Innovation is mentioned now and again by only certain senior managers. Senior managers do not clearly communicate how innovation relates to organisational goals.

Communication

3.5/6

Turning innovation into a habit and keeping it top of mind

Positioning

3.5/6

Being a thought leader on innovation

What does it mean?

People outside of the organisation see the organisation as doing some innovative things. Some staff are seen as experts in their field.

Disaggregated sector results

Annual expenditure, £100,000–£500,000

Key

Level six	5.8 – 6.0 mean score
Level five	4.8 < 5.8 mean score
Level four	3.8 < 4.8 mean score
Level three	2.8 < 3.8 mean score
Level two	1.8 < 2.8 mean score
Level one	0.0 < 1.8 mean score

Findings

- This group scored higher than the sector average on all innovation drivers, with the best overall results.
- The particularly high score for *climate* may be reflective of the agility of very small teams and entrepreneurial mindsets needed to maintain organisational survival at this level.
- Opportunities for improvement lie with enhancing innovation *processes* and providing *strategic* clarity.

Optimisation	Measurement 2.7	Communication 3.9	Positioning 3.8
	Resources 3.0	Strategy 3.1	Roles 3.0
	Process 3.4	Climate 4.6	Capability 4.3
	Structure	Leadership	People

Annual expenditure, £500,000–£2m

Key

Level six	5.8 – 6.0 mean score
Level five	4.8 < 5.8 mean score
Level four	3.8 < 4.8 mean score
Level three	2.8 < 3.8 mean score
Level two	1.8 < 2.8 mean score
Level one	0.0 < 1.8 mean score

Findings

- This group was the lowest scoring overall, lagging behind the rest of the sector on nearly all innovation drivers.
- This group should focus first on improving the foundational level innovation drivers (*process, climate and capability*).
- Given the notably low score on resources, this group may especially benefit from exploring frugal innovation approaches.

Optimisation	Measurement 2.2	Communication 3.2	Positioning 3.4
	Resources 2.4	Strategy 2.2	Roles 2.3
	Process 2.7	Climate 3.7	Capability 3.7
	Structure	Leadership	People

Annual expenditure, £2m–£5m

Key

Level six	5.8 – 6.0 mean score
Level five	4.8 < 5.8 mean score
Level four	3.8 < 4.8 mean score
Level three	2.8 < 3.8 mean score
Level two	1.8 < 2.8 mean score
Level one	0.0 < 1.8 mean score

Findings

- This group scored lower than the sector average on the majority of innovation drivers, with the exception of *climate* – which is slightly above the sector average.
- Efforts should focus on improving the innovation *process*, consolidating staff *capability* and developing a clearer *strategy* for innovation.
- This group should consider strategies to avoid being left behind by smaller, agile organisations or the well-resourced larger ones.

Optimisation	Measurement 2.3	Communication 3.3	Positioning 3.5
	Resources 2.6	Strategy 2.6	Roles 2.4
Foundation	Process 2.7	Climate 4.0	Capability 3.8
	Structure	Leadership	People

Annual expenditure, £5m–£20m

Key

Level six	5.8 – 6.0 mean score
Level five	4.8 < 5.8 mean score
Level four	3.8 < 4.8 mean score
Level three	2.8 < 3.8 mean score
Level two	1.8 < 2.8 mean score
Level one	0.0 < 1.8 mean score

Findings

- This group scored slightly higher than the sector average on all nine innovation drivers.
- Organisations in this category have good innovation foundations to build on, but would benefit from paying greater attention to their innovation *process* and *strategy* to maintain current advantage.

Optimisation	Measurement 2.8	Communication 3.6	Positioning 3.6
	Resources 2.9	Strategy 2.9	Roles 2.8
	Process 3.1	Climate 4.0	Capability 3.9
	Structure	Leadership	People

Annual expenditure, £20m–£40m

Key

Level six	5.8 – 6.0 mean score
Level five	4.8 < 5.8 mean score
Level four	3.8 < 4.8 mean score
Level three	2.8 < 3.8 mean score
Level two	1.8 < 2.8 mean score
Level one	0.0 < 1.8 mean score

Findings

- This group performed broadly on a par with the average sector level results.
- The lower score on *resources* may be indicative of these organisations’ dependence on restricted income (notably government contracts and grants).
- Priorities should include introducing a robust innovation *process* and *strategy*, alongside boosting staff *capability*.

Optimisation	Measurement 2.6	Communication 3.5	Positioning 3.6
	Resources 2.7	Strategy 2.7	Roles 2.6
Foundation	Process 2.9	Climate 3.9	Capability 3.7
	Structure	Leadership	People

Annual expenditure, > £40m

Key

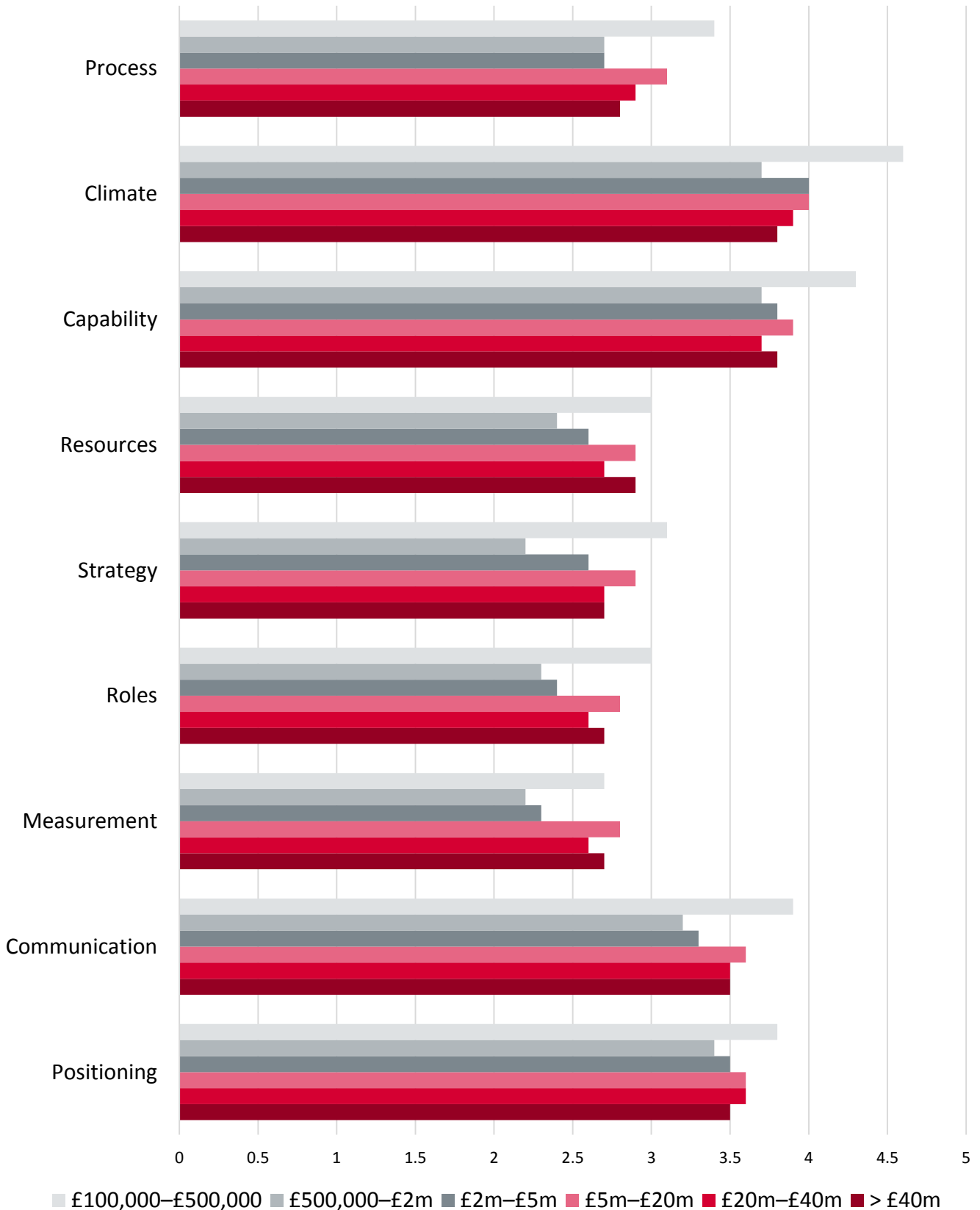
Level six	5.8 – 6.0 mean score
Level five	4.8 < 5.8 mean score
Level four	3.8 < 4.8 mean score
Level three	2.8 < 3.8 mean score
Level two	1.8 < 2.8 mean score
Level one	0.0 < 1.8 mean score

Findings

- This group performed on a par with the sector average for a majority of innovation drivers, and slightly higher on two drivers, including *resources*, perhaps due to availability of unrestricted income from public fundraising.
- Organisations in this category should prioritise improving their innovation *process* and *strategy*, while continuing to consolidate performance related to *climate* and *capability*.

Optimisation	Measurement 2.7	Communication 3.5	Positioning 3.5
	Resources 2.9	Strategy 2.7	Roles 2.7
Foundation	Process 2.8	Climate 3.8	Capability 3.8
	Structure	Leadership	People

Mean score for each driver, by organisational size (annual expenditure)



Restricted income, < 40%

Key

Level six	5.8 – 6.0 mean score
Level five	4.8 < 5.8 mean score
Level four	3.8 < 4.8 mean score
Level three	2.8 < 3.8 mean score
Level two	1.8 < 2.8 mean score
Level one	0.0 < 1.8 mean score

Findings

- Organisations with less than 40% restricted income scored higher than the sector average on all innovation drivers, suggesting a clear link between levels of unrestricted income and innovation performance.
- Compared to groups with higher levels of restricted income, results also indicated higher scores on innovation *process, strategy, and roles*, perhaps due to a greater ability to invest in these areas.

Optimisation	Measurement 2.7	Communication 3.6	Positioning 3.6	
	Graduation	Resources 2.9	Strategy 2.9	Roles 2.8
		Foundation	Process 3.0	Climate 4.0
	Structure		Leadership	People

Restricted income, 40%–60%

Key

Level six	5.8 – 6.0 mean score
Level five	4.8 < 5.8 mean score
Level four	3.8 < 4.8 mean score
Level three	2.8 < 3.8 mean score
Level two	1.8 < 2.8 mean score
Level one	0.0 < 1.8 mean score

Findings

- Organisations with between 40% and 60% restricted income scored higher than the sector average on *resources*, suggesting that the challenges of allocating funds for innovation are most acute for organisations with more than 60% restricted income.
- This group should consider implementing a robust innovation *process* and clearly linking innovation with organisational *strategy*.

Optimisation	Measurement 2.6	Communication 3.5	Positioning 3.4
	Resources 2.9	Strategy 2.7	Roles 2.6
	Process 2.8	Climate 3.9	Capability 3.9
	Structure	Leadership	People

Restricted income, > 60%

Key

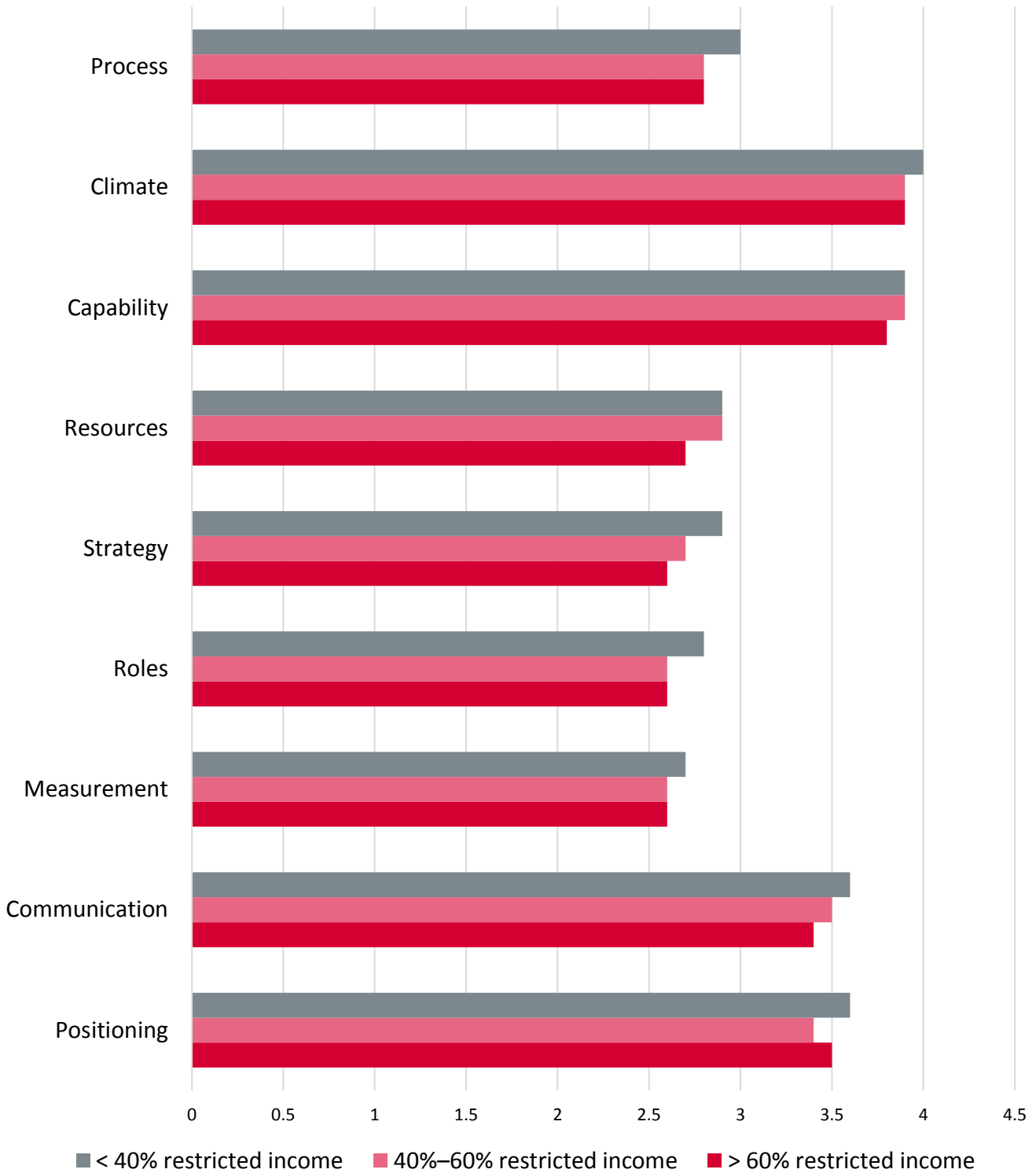
Level six	5.8 – 6.0 mean score
Level five	4.8 < 5.8 mean score
Level four	3.8 < 4.8 mean score
Level three	2.8 < 3.8 mean score
Level two	1.8 < 2.8 mean score
Level one	0.0 < 1.8 mean score

Findings

- Organisations with more than 60% restricted income score lower than the sector average on five out of the nine innovation drivers. The remaining four performed on par with the sector average.
- Perhaps unsurprisingly, *resources* receives a lower than average score, highlighting the connection between low levels of unrestricted income and inability to invest in innovation.

Optimisation	Measurement 2.6	Communication 3.4	Positioning 3.5
	Resources 2.7	Strategy 2.6	Roles 2.6
Foundation	Process 2.8	Climate 3.9	Capability 3.8
	Structure	Leadership	People

Mean score for each driver, by level of restricted income



Appendix

Foundation-level drivers in details

Level	Process	Climate	Capability
6	The innovation process is robust and effective. Everybody clearly understands each stage of the process. A rigorous experimenting phase is included to help increase the success rate of launched ideas.	The climate is supercharged for innovation. Teams are always vibrant and supportive. Leaders encourage everyone to participate in idea generation. Risk-taking is embraced and there is true collaboration across departments.	Everyone has the necessary skills to drive innovation. Formal innovation training is available to all. Employees know about emerging worldwide trends and these inform your innovations. The organisation always bounces back quickly.
5	The innovation process is clear and effective. Everybody knows what to do if they have a good idea and clearly understand each stage of the process. There are minor bottlenecks in the process that still need ironing out.	Innovation is consistently communicated by senior managers. How innovation relates to everybody's role is clear and the types of innovative behaviour expected is made explicit.	Most people have skills to effectively drive innovation. Formal innovation training is available to most. Employees explore the world beyond your industry to identify trends. The organisation usually bounces back when things do not go to plan.
4	There is a formal innovation process – there are different check points an idea passes through from conception through to implementation. However, some parts of the process are less defined (eg the experiment phase).	Innovation is mentioned now and again by senior managers, but inconsistently. There is some direction from senior managers about how they expect staff to innovate.	People have a moderate skill level for innovation. People actively seek ways to improve. There is a high level of industry knowledge and customer insights but this does not extend to news outside of your sector.
3	There is some structure to the innovation process. People understand the different check points an	Innovation is mentioned now and again by only certain senior managers. Senior managers do not	People have some of the necessary skills for innovation. The status quo is occasionally challenged.

	idea passes through from conception through to implementation. But, there are major inefficiencies and bottlenecks throughout the process.	clearly communicate how innovation relates to organisational goals.	There is some customer insight, which informs innovation now and again.
2	The innovation process is ad hoc. If someone has a good idea they will implement it themselves or tell their manager. There is a decision making step to identify which ideas will progress, but people don't always get feedback on their ideas.	Innovation is considered a buzz word and it is obvious that managers do not know what innovation looks like in practice.	People have a limited innovation skill set. People do not know how to build ideas into a workable solution. Great ideas only happen by chance.
1	The organisation doesn't have a formal innovation process. If someone has a good idea, they don't know what to do with it. Some managers are open to hearing ideas but others are not.	Innovation is a word that has never been mentioned in the organisation with any real weight attached to it.	People do not have the skills to innovate; ideas are restricted by narrow thinking and limiting assumptions. The successful implementation of ideas is rare.

Graduation-level drivers in details

Level	Resources	Strategy	Roles
6	Innovation is consistently well resourced in terms of money, people, and time. Only ideas that demonstrate merit are resourced. Innovation budgets are the last to be cut when times get tough.	Everybody is aware of the organisational strategy and understands exactly how and where innovation will help achieve organisational growth. There are targets for the number of innovations the organisation wants to launch in any given year.	Innovation is a key performance indicator in everyone's roles. All managers recognise the innovation efforts of staff. There are regular formal events recognising and celebrating both innovation success and failure.

5	Innovation is well resourced most of the time. Staff are given formal time to generate new ideas and test their viability. There is a dedicated innovation team, or teams are formed to implement innovations.	There is a strategy that details how innovation will help achieve organisational growth. Most people are aware of this strategy and understand how to innovate and the targets for innovation.	Innovation is a key performance indicator in most staff roles. Most managers recognise the innovation efforts of staff. There is a regular formal event that recognises and celebrates innovation success.
4	There are dedicated resources for innovation. Staff are encouraged to take time out to innovate. Senior managers allocate money only to the innovations that are “safe bets”. When times get tough innovation budgets may suffer.	There is an innovation strategy and formal innovation goals aligned with overall organisational objectives. There is some consensus of where and how to innovate but there is no organisation-wide consensus.	Innovation is a key performance indicator in some staff roles. There is inconsistent recognition by senior managers for innovation efforts. Formal recognition or awards events celebrating innovation occur now and again.
3	Innovation is somewhat well resourced. Now and again money is allocated to innovation projects and staff are given time to think about new ideas. However, innovation budgets are the first to be cut when times get tough.	There is an innovation strategy with formal innovation goals but it is not crystal clear how innovation links to overall organisational objectives. Innovation is an “add-on” and there is no wide consensus of why, where or how to innovate.	Innovation is a key performance indicator in a few staff roles and there is some recognition by senior managers for innovation efforts, but this is inconsistent. There is no formal recognition or awards event for innovation.
2	There are few dedicated resources for innovation. Innovation is something that only the passionate people do outside of their usual jobs. There is no dedicated budget for innovation.	There is an organisational strategy with some loose innovation goals. It is not clearly stated how innovation fits within the organisational strategy.	Innovation is not something that is measured as part of staff roles, but some managers informally recognise the innovation efforts of staff.

1	There are no dedicated resources for innovation. People are not given time to think of new ideas. Ideas are not effectively resourced with money or manpower.	There is nothing resembling an innovation strategy or formal goals around innovation. Or, if there is, people don't know about it.	Innovation is not something that is measured as part of staff roles, and the innovation efforts of staff are not recognised.
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Optimisation-level drivers in details

Level	Measurement	Communication	Positioning
6	Innovation is religiously measured and informs strategy and action. Output, input and process measures are all well defined and tracked for every innovation.	Senior managers live and breathe innovation. Innovation is consistently communicated by senior managers and is kept top of mind. How innovation relates to everybody's role is clear no matter what your position in the organisation is.	The organisation is seen as one of the UK's most innovative organisations. There are staff who are thought leaders in their respective fields producing cutting-edge, world class work.
5	Innovation is formally and consistently measured. Comprehensive output and input metrics are recorded as well as process measures such as speed to market.	Innovation is consistently communicated by senior managers. How innovation relates to everybody's role is clear and the types of innovative behaviour expected is made explicit.	People outside of the organisation see you as an innovator within your sector. Many staff are considered experts, producing cutting-edge work. Staff are encouraged to regularly publish material and speak at conferences.
4	Innovation is somewhat formally measured. Outputs of innovation such as revenue and market share are tracked, as well as a few innovation inputs such as number of ideas produced, participation of the workforce and quality of ideas.	Innovation is mentioned now and again by senior managers, but inconsistently. There is some direction from senior managers about how they expect staff to innovate.	People outside the organisation see the organisation as innovative but not necessarily as a sector leader. Some staff are considered experts in their field and speak at conferences and publish material now and again.

3	Innovation is somewhat formally measured. Predominantly, metrics of innovation such as activities, actions and outputs are tracked and can clearly be attributed to particular innovations.	Innovation is mentioned now and again by only certain senior managers. Senior managers do not clearly communicate how innovation relates to organisational goals.	People outside of the organisation see the organisation as doing some innovative things. Some staff members are seen as experts in their field.
2	Innovation is not formally measured. Metrics such as activities, actions and outputs are recorded, but it is unclear which innovations influenced these measures.	Innovation is considered a buzz word and it is obvious that managers do not know what innovation looks like in practice.	The organisation would like to be recognised within its sector for innovation but is not considered an innovative organisation. Staff are not encouraged to be experts in their field, or speak at conferences or publish material.
1	Innovation is not formally measured. Basic metrics such as activities, actions and outputs are recorded but not to evaluate the success of innovation.	Innovation is a word that has never been mentioned in the organisation with any real weight attached to it.	The organisation does not aspire to be an innovative leader in its sector.

Participating organisations

A4ID	Children in Crisis	Mercy Corps	The Brooke
ActionAid UK	Conciliation Resources	Minority Rights Group	Trócaire
African Initiatives	Cord	Motivation	Tzedek
Al Khair Foundation	Development Initiatives Poverty Research Ltd	ONE	Unicef UK
AMAR International Charitable Foundation	Doctors of the World UK	One to One Children's Fund	Viva
Amref Health Africa UK	Farm Africa	Penal Reform International (PRI)	VSO (Voluntary Service Overseas)
Andrews Charitable Trust	Find Your Feet	Penny Appeal	War Child UK
Anti-Slavery International	Global Alliance for Improved Nutrition	Plan International UK	WaterAid
Anti-Tribalism Movement	Gorta – Self Help Africa	Practical Action	World Jewish Relief
Article 19	HelpAge International	Raleigh International	World Vision UK
Asfar	International HIV/AIDS Alliance	Read Foundation	Y Care International
Association CHS Alliance	International Service	Restless Development	
Bond	Islamic Relief UK	Scottish Catholic International Aid Fund (SCIAF)	
Building and Social Housing Foundation	Jigsaw Consult	Sightsavers	
CAFOD	Lepra	Stars Foundation	
CBM UK Ltd	Malaria Consortium	Teach a Man to Fish	
Chance for Childhood	Medical Aid Films	Tearfund	

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