Make-IT in Africa

National Innovation Network
Maturity Scales

Where does your innovation network stand? <u>Fill in your scorecard</u>
and get insights into your organizational development priorities.

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Purpose and Governance: Where does your network stand?

Key Elements	Stage 1 (Forming)	Stage 2 (Developing)	Stage 3 (Normalized)	Stage 4 (Established)	Stage 5 (Mature)
Strategy: Vision, Mission, Value Proposition	Leadership lacks clear goals, future focus and is understandable by everyone	Leadership includes basic clear goals but lacks strategic vision that is understandable.	Leadership determines short-term goals and strategies.	Leadership has to determined long-term goals and strategies being acted on.	Leadership has well defined goals and strategies that would be implemented long term.
Systems and Structures • **Organization structure Board and executive committees** • **Ethical leadership and compliance to laws and regulations** • **Skills and knowledge**	Organisation structure not well defined and decisions are not enforced	Roles and responsibilities for decision making are not well defined.	Decisions are made at the appropriate level.	Roles and responsibilities for decision making is well defined and understood.	Decisions are made at appropriate levels and are effectively communicated throughout the organization.
	The role of the board is not perceived to be important	A board is established but not functioning effectively.	A board is established to ensure adherence to legislation.	A board is established and contributes to the achievement of organization objectives to a limited extent.	Effective board is in place.
	No committees established. The role of committees not perceived to be important. Has leadership but lacks knowledge & skillset	Limited number of committees established but not functioning effectively. The Leadership has basic skillset	Limited number of committees established and functioning. Leadership has skills and basic strategies	Committees established to enhance amongst others, direction, control, and decision making processes.	Effective committees in place. Leadership has skills & knowledge need and clear strategies being actioned
	Ethical leadership and compliance not perceived to be important.	Ethical leadership includes basic decision making but lacks strategic vision.	Ethical leadership able to determine short term strategies and based on limited ethical values.	Ethical leadership able to determine mid to long term strategies and based on ethical values.	Ethical leadership is based on defined ethical values, accountability, transparency.
Policies and Processes Policies and processes are not well defined.	Policies and processes are not well defined.	Basic processes are defined but applied inconsistently.	Strategic processes are defined but applied inconsistently.	Processes are well known and used consistently.	There is continuous assessment and improvement of processes.

Policy and Advocacy: Where does your network stand?

Key Elements	Stage 1 (Initial)	Stage 2 (Fragmented)	Stage 3 (Well-defined)	Stage 4 (Integrated)	Stage 5 (Strategic)
Policies and processes **Common definition of risk** **Common policy risk framework** **Policy Risk roles and responsibilities defined** **Governance and Culture** **Strategy and objective setting** **Executive management responsibility** **Performance** **Departmental and individual responsibility** **Information communication and reporting**	Not driver of industry policy and regulation agenda No influence positively on industry policy making No ability to engage and involve government influence and thought leadership Depends primarily on individual heroics, capabilities, and verbal wisdom	Has some basic agenda to drive policy at national level Has some connection to convene industry policy maker & members Government engagement is minimal Policy risk is defined differently by different members & stakeholders Policy risk is managed in silos and risk interactions are identified in a limited manner	Agenda and drivers of policy at national level are well defined Connection and framework to convene industry policy maker & members are well defined Government engagement is well defined Consistent risk assessments Communication of top risks to leadership / board Executive / Steering Committee review top policies Knowledge sharing and awareness activities across functions.	Integrated agenda and drivers of policy and national level Integrated / coordinated convener of industry activities New and emerging policy risk identification (e.g., scenarios, assumptions testing) Policy Risk and crisis escalation procedures in place Policy and advocacy management trainings	Policy and government engagement is embedded in strategic planning, funds allocation, etc. Influence new and emerging trends on policy, identify uncertainties, monitor policy risks monitored on an ongoing basis Early warning risk in the networks indicators used Linkage to performance of member measures and incentives Appropriate policy risk culture and tone at the top

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Systems and Structures: Where does your network stand?

Key Elements	Stage 1 (Non- Existent)	Stage 2 (Developing)	Stage 3 (Defined)	Stage 4 (Advanced)	Stage 5 (Leading)
Members Acquisition	Informal or partially defined processes that are not uniform across business units Significant manual labor and long cycle times Limited communication, with little technology utilization		Partial automation, technology is utilized, but procedures are largely paper-based Clearly defined processes, with root-cause analysis done in the event of errors.	Uniform technology across all business units that is integrated throughout supporting platforms Clearly defined, largely automated processes	Fully integrated systems across all business units and supporting platforms Fully automated processes and workflows with fully trained end users
Members Engagement Strategy	No clearly defined vision/mission or policies on members engagement and value creation for the members		Focus primarily placed on project activities to sustain the network, with some additional focus on member driven needs.	A clear sense of value, vision and mission exist on member engagements	An entrenched sense of value with a clear vision and mission exists that is members driven
Request for Proposal (RFP)	Large focus on availability and cost, with no strategic or contingency planning done No emphasis or wide variety of criteria in terms of supplier selection or relationships		Some strategic planning, however no contingency plan exists Some additional criteria exists when selecting suppliers and developing relationships	Both strategic and contingency planning Relationships are built with regional suppliers based on a wide variety of criteria	Strategic planning is integral part of operations Some key supplier relationship become partnerships
Supplier Due Diligence	Supplier reviews are conducted rarely if ever When conducted they are predominately to review a specific issue		No formal process is in place for conducting a supplier audit Supplier audits are handled on a case-by-case basis	Standard processes exist for supplier reviews, and reviews are conducted on a regular basis Supplier performance/risk are frequently monitored and multidimensional	Supplier reviews have rigid process control, with cross functional input incorporated Supplier monitoring is performed on an on-going basis
Negotiations	Cost is a large factor, with selection criteria informally developed There is little consistency, and no formal strategies exist		Selection is based on both cost and quality Cross-functional teams are utilized to carry out negotiations, but results still vary considerably	Broader, more detailed selection requirements are defined Annual reviews and benchmarks conducted	Advanced supplier selection that is done based on a host of strategic, defined criteria Advanced understanding of commodity and critical purchases
Supplier Contracting	Very labor intensive process with no formal planning or maintenance No processes or compliance regulations in place No formal contracts in place		Some processes or compliance regulations defined at departmental level Limited technology utilized Formal contracts in place	Differentiated contracts and agreement templates, with standardized business templates Processes and compliance regulations are standardized, with technology utilized	Contracting processes are standardized throughout the Organization Contract administrators aligned throughout the enterprise, with technology as the backbone
Supplier Life-Cycle Management (LFM)	Relationships are transactional, with no evaluation program Processes are informal, with little accountability		No formal review processes, instead, a narrowly-focused formal performance measurement process exists	There are processes in place for supplier evaluation, with well-developed criteria Formal process management exists	Strong integration of improvement strategy Performance and process measurement and management are both formalized Supplier monitoring is performed on an on-going basis

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Capacities and Networks: Where does your network stand?

Key Elements	Stage 1 (Initial)	Stage 2 (Fragmented)	Stage 3 (Well-defined)	Stage 4 (Integrated)	Stage 5 (Strategic)
Service provision to members **Value brought to the ecosystem** **Governance and culture** **Strategy and objective setting** **Performance** **Departmental and individual responsibility** **Information communication and reporting**	Ad-hoc and chaotic Depends primarily on individual heroics, capabilities, and verbal wisdom	Capacity building activities are defined though uncoordinated without well defined collaboration between different stakeholders and members Limited alignment in communication of strategies to members Disparate monitoring and reporting functions	Has a common capacity building framework, program statement, policy Consistent member engagement with clear assessments tools Steering Committee with feedback channels exist. Knowledge sharing and awareness activities across functions	There is coordinated capacity building and engagement activities Members value is clearly defined Value creation & monitoring, measuring, and reporting across the entity There are membership crisis escalation procedures Governance & culture management trainings	Member value driven discussion is embedded in strategic planning, funds allocation, etc. Indicators used to detect and get an early warning of members dissatisfaction Linkage to performance measures and incentives Value for members is modelled to specific key pillars of the network Appropriate value culture and tone is at the core of the board and senior management

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Finance and Resources: Where does your network stand?

Key Elements	Stage 1 (Non- Existent)	Stage 2 (Developing)	Stage 3 (Defined)	Stage 4 (Advanced)	Stage 5 (Leading)
People & Funds	Finance department is fully dependent on key individuals and acts as an operator for finance transactions Lack of clearly defined roles and responsibilities No defined source of funding and fundraising strategy		Finance department is highly dependent on key individuals and is a steward for key finance output and reporting Partial definition of roles and responsibilities in key areas. Some defined source of funding and some basic fundraising plans	Finance is a catalyst for change and support for the organization with meaningful insights and enhanced management information Roles and responsibilities are defined Key finance operating metrics are monitored and improved upon Skills improvement plan is established Well defined source of funding with clear fundraising strategy	Finance is a strategist and a business partner to key stakeholders Roles and responsibilities are defined and have embedded business partnership elements Key finance operating measures are core to finance operations Talent continuous improvement plan is operational Has 3 years runway & integrated source of funding in the fundraising strategy
Processes & Automation	Ad hoc and reactionary processes Highly manual Financial close process non-standardized; little/no data to assess performance No tracking of forecasting accuracy		Partially defined with varying levels of documentation Financial data is difficult to access and often requires manual manipulation	Standardized processes and documented policies and procedures Financial data is mainly standardized with limited ad hoc activities Use of some predictive techniques to model risks and opportunities	Processes and tools are fully defined and optimized Financial data is fully standardized Conducts multiple stress tests and analyzes multi-risk outcome scenarios
Systems & Integration	Minimal use of systems and tools; mostly spreadsheet-based Multiple disparate systems not integrated		Available tools used, but with high reliance on manual efforts Multiple systems that do not integrate	High-level systems support and integration Few systems with interfaces that allow real-time updates	Highly integrated systems to support operations Systems seamlessly linked across Automated cloud-based systems
Reporting	Driven by donor requirements Forecasts are based on single-point estimates and metrics Significant variability in forecasting assumptions and inputs		Define reporting Manually generated dashboards Internal discipline around the frequency of donor reporting regardless of regulatory or external requirements	Partially automated reporting Established key performance indicators(KPIs) Development and execution of an analytics strategy and tools	Automated reporting Access for users to self-analyze the data Automated KPI drivers Organization-wide use of analytic tools and predictive modeling