



Driving Innovation Through Competitions and Prizes

**X PRIZE Lab@MIT
10 November 2010**

**Office for International and Philanthropic
Innovation (IPI)**

**Department of Housing and Urban
Development**

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GOV as Innovator

HUD as a Hub

- President Obama has charged his administration with finding new solutions to old problems by working across public, private and civic sectors
- IPI will help position “HUD as a Hub” for innovation by convening new partners and collaborating across agency, organizational, and international boundaries



Mission:

Invest in quality, affordable homes, and build strong, safe, healthy communities for all

Vision:

For Residents: We will improve lives by creating affordable homes in safe, healthy communities, and by protecting the rights and affirming the values of a diverse society

For Partners: We will be a flexible, reliable problem solver and a valued source of innovation

For Employees: We will be a great place to work where employees are mission driven, results-oriented, innovative, and collaborative

For the Public: We will be a good neighbor, building sustainable communities that create value and investing public money responsibly to deliver results that matter

PD & R

Vision:

To be the preeminent housing and urban research organization, one which conducts policy analysis and creates and synthesizes data and evidence through open, challenging, creative, collaborative, diverse, and respectful exchanges of ideas to move policy and improve American communities and lives.

Mission:

Use the best available evidence, innovations, and lessons from philanthropic and international partners to help assure HUD achieves long-term community-building results and return on taxpayer dollars, supporting a “triple bottom line” approach – financial, social, and environmental accountability.

Vision:

To build new capacity and clarity within HUD to learn from the best that philanthropic and international organizations have to offer about transforming places of disinvestment into places of opportunity and hope.



HUD

Goals:

1. Strengthen the Nation's Housing Market to Bolster the Economy and Protect Consumers
2. Meet the Need for Quality Affordable Rental Homes
3. Utilize Housing as a Platform for Improving Quality of Life
4. Build Inclusive and Sustainable Communities Free from Discrimination
5. Transform the Way HUD Does Business

Source: Draft HUD 2010-2015 Strategic Plan

PD&R

OPI

PD&R

Goals:

1. Generate lessons, evidence, and best practice in housing and community development from the philanthropic and international sectors that can be applied to HUD's work
2. Advance HUD's capacity and competency to achieve better results through innovation and multi-sector, multi-national networks, including leaders in philanthropic, corporate, NGOs, and academic arenas
3. Develop collaborations that align ideas, investments, and resources for transformative and sustainable development in partnership with philanthropic and international partners



IPI Core Goals & Activities

- IPI goals are focused on *Research, Networks, Collaborations* and *Internal Tools & Systems*
- IPI works with two primary sectors – **International & Philanthropic**
- Within the International and Philanthropic sectors IPI provides support to HUD and PD&R in four activity areas:
 - 1. Outreach & Information Exchange**
 - 2. Client Management & Assistance**
 - 3. Research & Knowledge Management**
 - 4. Joint Research & Project Co-Investment**





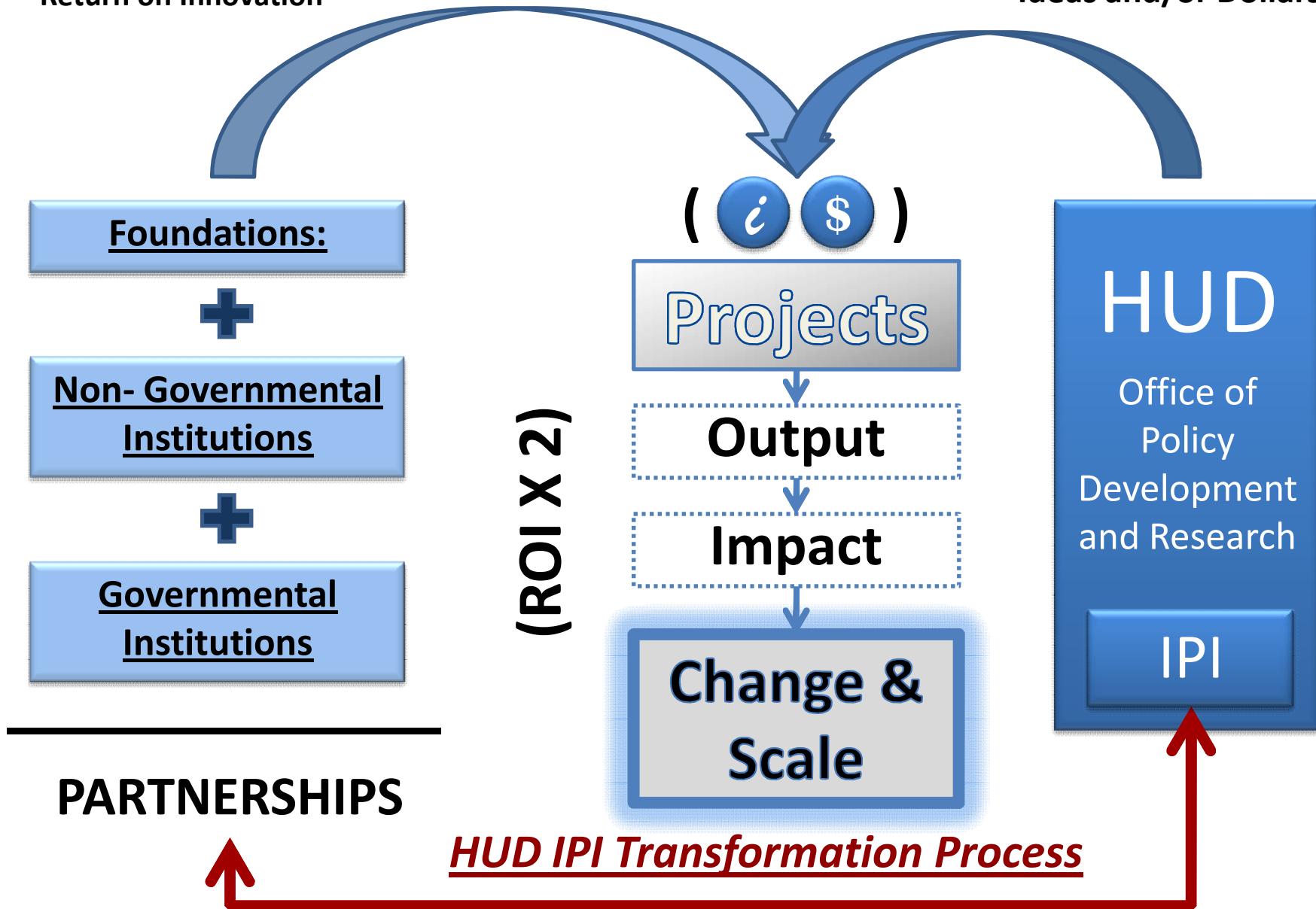
Focus on (ROI X 2)

- OIPI must focus on:
 - **Return on Investment** – ability to maximize time, talent, resources that result in moving HUD goals forward.
 - **Return on Innovation** – ability to maximize new or renewed ideas, practices and models that result in moving HUD goals forward.

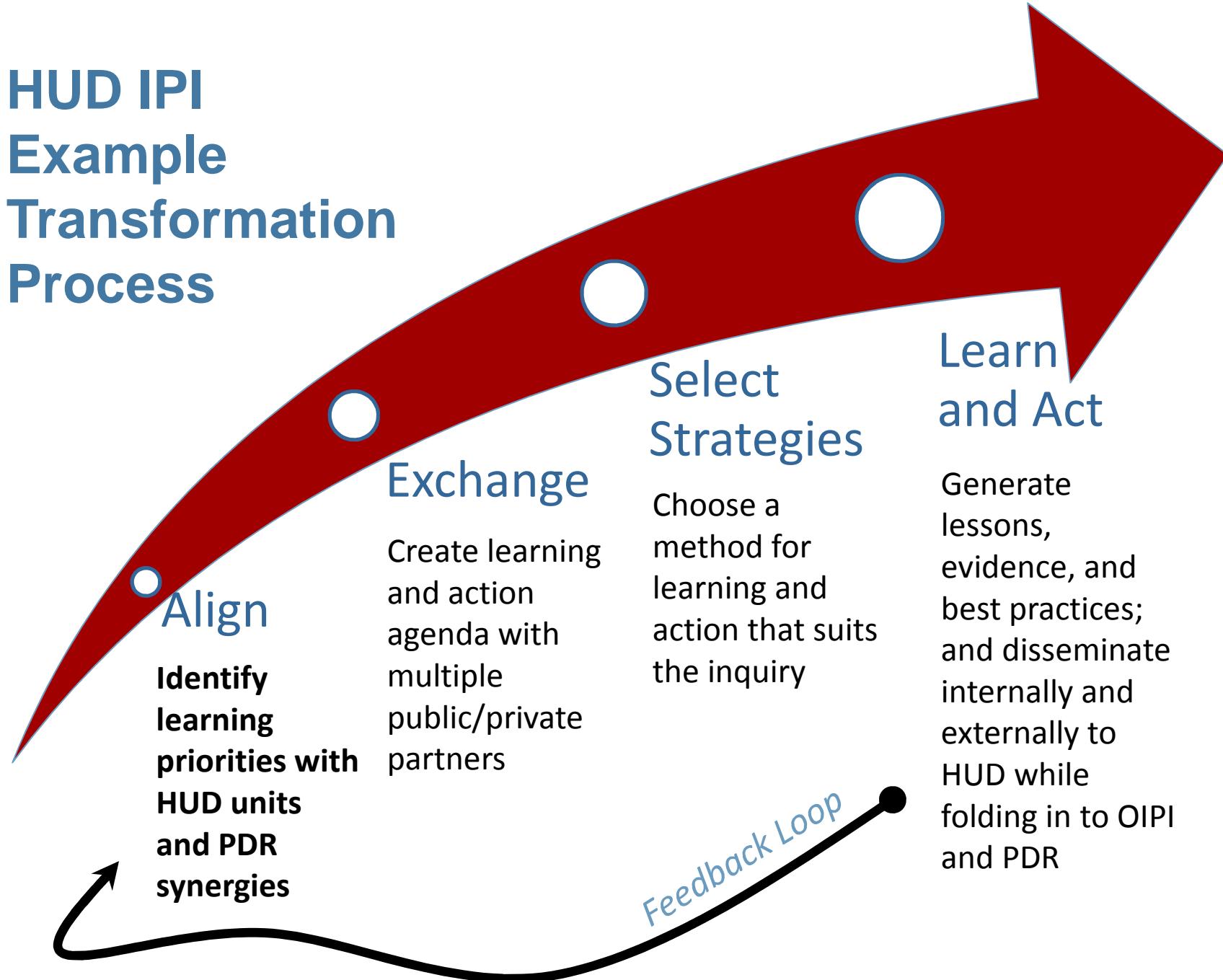
$(ROI \times 2) =$
Return on Investment
Return on Innovation

IPI DESIGN

( ) =
Ideas and/or Dollars



HUD IPI Example Transformation Process





Getting to the Prize

- **Guidance:**
http://www.whitehouse.gov/sites/default/files/omb/assets/memoranda_2010/m10-11.pdf
- **Training:**
<http://www.casefoundation.org/sites/www.casefoundation.org/files/Promoting%20Innovation%20Agenda.pdf>
- **Platforms:**
<http://www.innovation.ed.gov>,
<http://www.data.ed.gov>
- **Support:** <http://challenge.gov/>
- **Outreach:**
<http://www.whitehouse.gov/blog/2010/07/22/sme-finance-challenge-supporting-small-businesses-big-engines-growth>



Our Project:

sustainable urban housing

COLLABORATING FOR LIVEABLE AND INCLUSIVE CITIES



Ashoka's Changemakers invite your innovative solutions where communities, entrepreneurs, and key institutions collaborate to integrate and develop affordable, inclusive, and sustainable urban housing that respects the environment, local cultures, and practices.

This competition funded by the Rockefeller Foundation, and is a joint effort of the U.S. Department of Housing and Urban Development, the U.S. Department of State, and the American Planning Association.

Visit us online **from now until February 2, 2011** to nominate or submit a solution for sustainable urban housing.

The three winners will each receive a cash prize of US \$10,000.

www.Changemakers.com/sustainableurbanhousing

With the support of:



In partnership with:



American Planning Association





Our Team...

- 1. Department of Housing and Urban Development (HUD) – IPI Lead**
- 2. Department of State**
- 3. American Planning Association**
- 4. Ashoka Changemakers**
- 5. Rockefeller Foundation**



Refining the Concept

- What is the problem we are solving?
- What outcomes do we need?
- What is the market failure we are addressing?



International Goals

- Affordable formal housing in reach for majority of households in ECPA countries
- Grow sustainably, taking advantage of the urban boom in our hemisphere
- Use clean energy innovation to support economic growth
- Combat poverty in an inclusive way
- Share our vision at the Summit of Americas 2012
- Support Brazil's initiative, *Building with Sustainability and Energy Efficiency*, among the ECPA countries,
- Promote sustainable urban development centers across Latin America and beyond...



U.S. Domestic Goals

- Learn from international partners
- Improve domestic energy efficiency, sustainability & affordability outcomes
- Identify innovative, low-cost, sustainable solutions for low-income housing
- Scale best solutions for implementation in US cities
- Create new collaborations across agencies and across borders
- Perform innovative research to move policy and improve American communities & lives
- Idea generation & exchange & prototype testing



Phase 1—Competition: Idea Prizes

- Launch—November 2010 in Rio de Janeiro Brazil with APA event
- Competitors develop concepts – Ashoka process and platform
- Panel of experts judge entries & select Phase 1 winners
- Ashoka awards prizes for leading concepts
- A Ministerial-level Award Ceremony at the National Building Museum, June 2011



Phase 2—Prototype Grants

- Top ideas from Phase 1 awarded funding to build prototypes & test in ECPA countries
- Grants and potential matching funds put the prototypes on the ground in ECPA countries
- Additional funds leveraged to bring vetted prototype projects to scale
- March 2012 Summit of the Americas hosted by President Obama
- Prototype efforts revealed



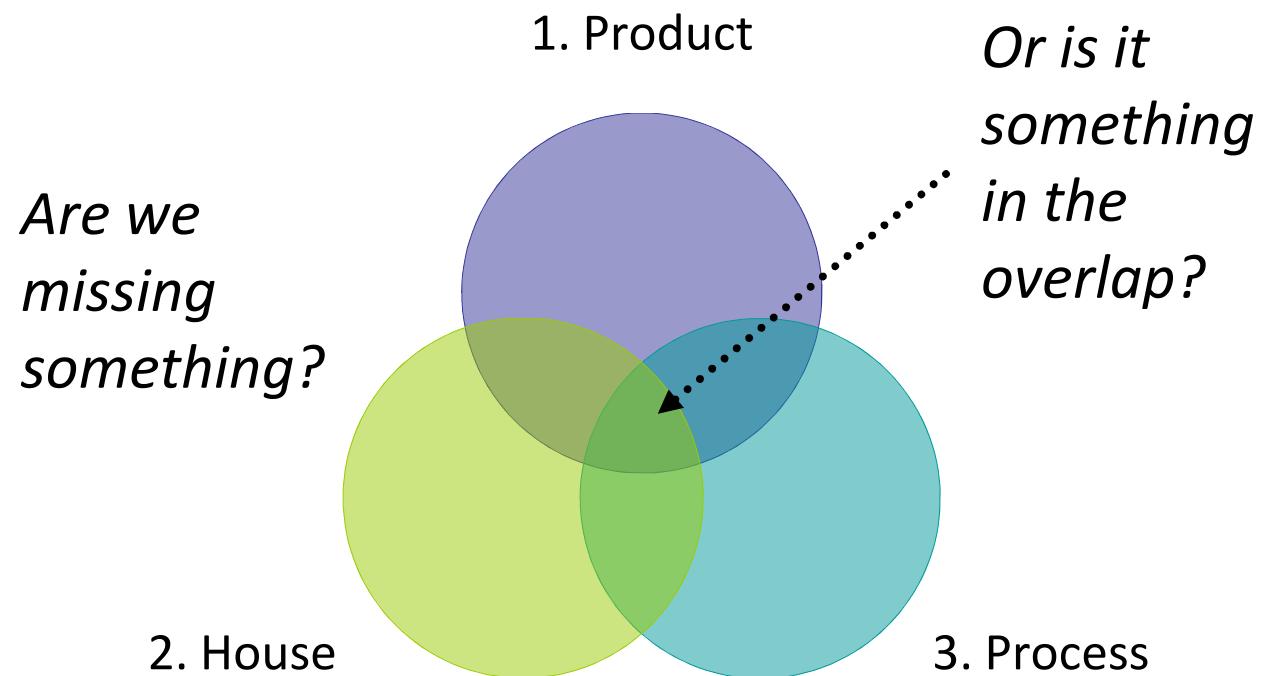
Phase 3 – Competition: Scaling & Building

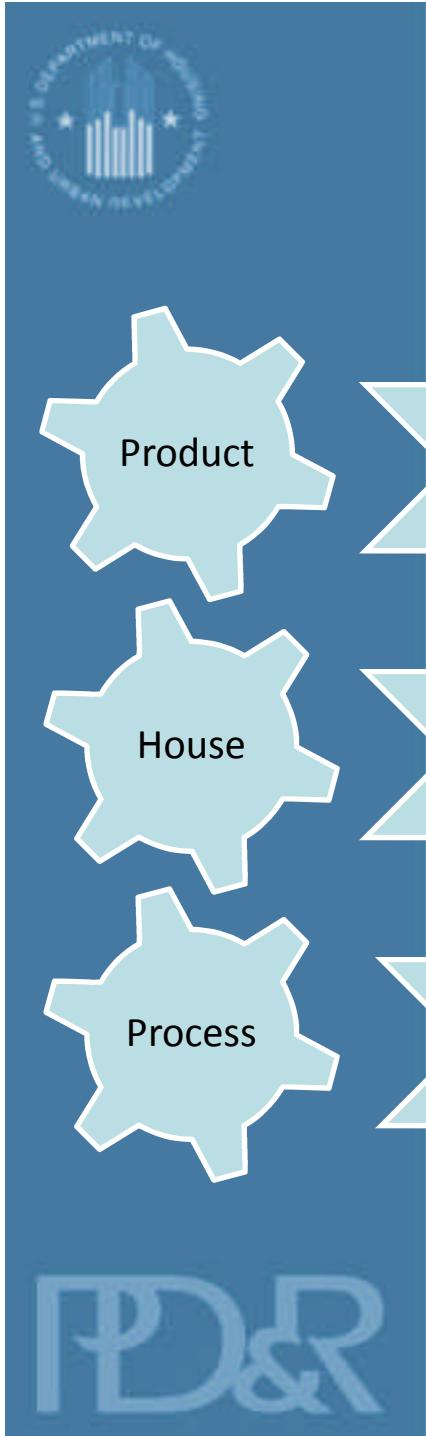
- Effort to scale for true build out of extensive models for 2-3 year pilot
- Connect to global and U.S. domestic marketplace
- Large scale fundraising team with existing and new partners like X Prize
- Extensive network and learning database created with community of practitioners



Some of the Questions

- What are we competing to build?
- 3 categories: Product, House, Process
- Range of interventions for the three categories





More Questions





Where We Landed (for now)

- Sustainable
- Urban
- Housing
- Livable
- Inclusive
- Cities





Let's Take a Closer Look...

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- #inclusivecities
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