



elrha

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ALNAP



humanitarian
innovation fund

Progress Report 2014



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Humanitarian Innovation Fund (HIF)

Enhancing Learning & Research for Humanitarian Assistance (ELRHA)

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Introductions

This annual progress report reflects on the Humanitarian Innovation Fund's activities from September 2013-14, as well as documenting the Fund's progress since its inception in 2010.



Ben Ramalingam

Humanitarian Innovation Fund Board Chair

Those of us involved in humanitarian innovation may look back at 2014 as something of a watershed year. The importance of innovation is being recognised in the highest levels of policy, including in the World Humanitarian Summit called for by Ban Ki Moon. There have also been significant publications, not least the latest UNICEF State of the World's Children report, which focused on innovation for global child wellbeing.

But these welcome advances must be seen against broader contexts. Our world is increasingly vulnerable and crisis-prone. 2014 saw an unprecedented number of severe, large-scale crises: Syria, South Sudan, Central African Republic, Iraq, and the spread of Ebola across west Africa.

In many of these responses, the deficiencies of traditional humanitarian approaches are becoming ever more apparent - and the need for radical change is increasingly undeniable. And yet the 'creative destruction' that is the cornerstone of transformative innovation still seems some way off.

In this context, the emerging focus of the nascent humanitarian innovation community on innovation management is a welcome one. The HIF is contributing to this agenda in a number of ways, as spelled out in this progress report.

First, through establishing innovation management efforts in improving emergency Water, Sanitation and Hygiene (WASH), and in 2015, creating similar 'labs' for addressing gender-based violence in crises. This has already seen the establishment of a new and exciting partnership between humanitarian agencies, scientists and social entrepreneurs to develop a technology and process for emergency waste management. We have also learnt some important lessons about how to facilitate such processes.

Second, we are working to build up our in-house capabilities in innovation management, within the HIF team and in the Board. We now have the benefit of working with some of the leading global thinkers from outside the humanitarian sector, including Dan McClure of ThoughtWorks, Nigel Snoad of Google and of Jim Maltby of DSTL.

Third, we are establishing a new strategy for the next three years that will see us strengthen our focus on the application of innovation methods and creative approaches, by learning from what works and what doesn't in different contexts.

My own fervent hope remains that the humanitarian innovation movement fulfils its early promise, and contributes to a humanitarian sector that is more creative, collaborative, dynamic, and that makes more of a difference to people affected by crises around the world.



Jess Camburn

ELRHA Director

ELRHA is delighted to share our second progress report for the Humanitarian Innovation Fund. 2014 has been a remarkable year with much to celebrate and important learning generated around the value of innovation approaches in tackling humanitarian challenges.

This year we have continued to build our exciting portfolio, nearly doubling the number of projects supported since last year. It is encouraging to see that many of the projects we supported in the first few years are starting to show impact in operational work. All of us working in the humanitarian arena have been aware of the Ebola outbreak in west Africa this year and the immense strain that the crisis has placed on an already overstretched system. We are particularly pleased that seven of our funded innovations have been deployed in the response, supporting aid workers and volunteers to provide more effective services to affected communities.

This year we have also introduced new innovation management approaches to try to address priority challenges identified by the humanitarian Water, Sanitation and Hygiene (WASH) community. These approaches focus on opening up the traditional humanitarian community to expertise and ideas from less traditional actors. ELRHA's expertise in partnership brokering has been crucial to this process, helping individuals from diverse backgrounds to work effectively together. The learning from pioneering these new approaches will be used by the HIF next year when we launch a new stream of work on Gender-Based Violence.

I believe as many of our funded projects come of age, the HIF can be seen as a driving force of positive change in our sector, however it is clear that innovation is still in a relatively juvenile stage within the humanitarian arena. As the upcoming World Humanitarian Summit in 2016 focuses the spotlight on innovation, much more needs to be done to draw on the learning from expertise outside of our own community. We are grateful to our Board, Funding Committee and technical advisory groups, who provide world leading expertise from across the humanitarian, academic, public and private sectors in helping us meet this challenge.

Finally we would like to recognise the innovators out there: for asking the difficult questions, for thinking differently, and pushing the system to try something new. We hope the HIF will be a core ally to your efforts in the years ahead!



Our Purpose

The Humanitarian Innovation Fund (HIF) supports organisations and individuals to identify, nurture, and share innovative and scalable solutions to the challenges facing effective humanitarian assistance.

In order to achieve this, the Humanitarian Innovation Fund works towards:

- Enabling and supporting humanitarian innovators to move creative ideas through the innovation process by means of grants
 - Supporting innovators to build new partnerships with key actors
 - Enabling the lessons from grant funded projects and from analysis of innovation processes in humanitarian contexts to be disseminated more widely
 - Strengthening existing relationships between humanitarian agencies, academics, and the private sector to engage in innovation processes
-

The **Humanitarian Innovation Fund** supports organisations and individuals to identify, nurture, and share innovative and scalable solutions to the challenges facing effective humanitarian assistance.

How we support innovation

Large and Small Grants:

The HIF awards **large grants of up to £150k** for the development and implementation of innovative practice, as well as providing **small grants of up to £20k** for the recognition, invention, and diffusion of successful innovations.

Targeted Innovation Streams

In addition to our open access funding facilities the HIF is also supporting innovation within two technical humanitarian sectors:

Emergency Water, Sanitation and Hygiene (WASH)

In 2013 we extended the range of innovation support provided through the HIF with the launch of a targeted innovation programme in emergency WASH.

This stream of work aims to be 'challenge-led', tailoring innovation support to the particular needs of a given challenge. At the start of this process the HIF undertook an extensive gap analysis, consulting widely with the humanitarian WASH community to identify the most pressing concerns in the field. We are now using our funding and networks to bring a diverse range of experts together around these challenges in order to stimulate new thinking and design unique innovation pathways towards potential solutions.

Gender Based Violence (GBV)

In 2015 the HIF is launching its second targeted innovation stream to find new and effective approaches to service provision for communities and individuals affected by gender based violence in humanitarian contexts. The approach used in this programme will build on our learning from the WASH stream. The first phase of work in 2015 will involve extensive research and consultation to identify the critical challenges and gaps in which supported innovation processes could make a real difference.





As of September 2014, the fund has supported 28 large and 21 small projects.

Our funders and executive body

Supported by the UK Department for International Development (DFID), the Canadian International Development Agency (CIDA), and the Swedish International Development Agency (SIDA), the fund has been operational since early 2011.

Enhancing Learning and Research for Humanitarian Assistance (ELRHA) - an organisation hosted by Save the Children - is responsible for coordinating and implementing the various functions of the fund. ELRHA's work is carried out in partnership with the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP).



Canadian International Development Agency



What is the Humanitarian Innovation Fund?

What is humanitarian innovation?

What do we mean by humanitarian aid?

The HIF uses a definition developed by Development Initiatives' Global Humanitarian Assistance project:



'Humanitarian aid' is aid and action designed to save lives, alleviate suffering, and maintain and protect human dignity during and in the aftermath of emergencies.

The definition provides some useful examples of traditional responses to humanitarian crises:

- Material relief assistance and services (shelter, water, medicines etc.)
- Emergency food aid (short-term distribution and supplementary feeding programmes)
- Relief coordination, protection and support services (coordination, logistics and communications)
- Reconstruction relief and rehabilitation (repairing pre-existing infrastructure as opposed to longer-term activities designed to improve the level of infrastructure)
- Disaster prevention and preparedness (disaster risk reduction, early warning systems, contingency stocks and planning)

What do we mean by innovation?

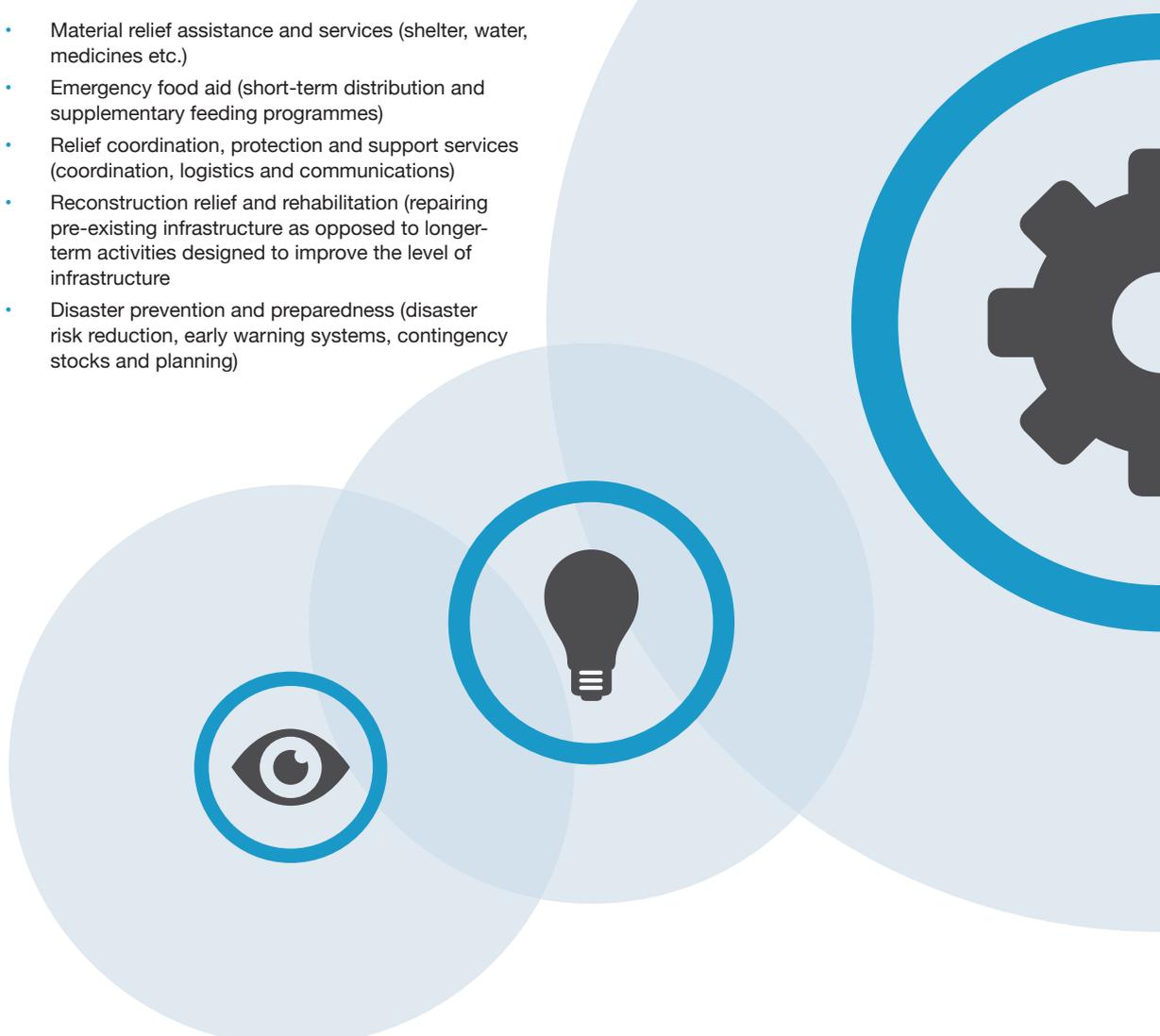
Much of the thinking around innovation associated with the HIF stems from ALNAP's 2009 study on Innovations in International Humanitarian Action, which explores in detail the role of innovation in improving humanitarian performance.

The following definition is used by the HIF:



Innovations are dynamic processes which focus on the creation and implementation of new or improved products and services, processes, positions and paradigms. Successful innovations are those that result in improvements in efficiency, effectiveness, quality or social outcomes/impacts.

It's important to recognise that novelty should not be seen as good in itself - innovations need to be judged on the basis of their contributions to improvements in efficiency, effectiveness, quality, or social outcomes.



The Innovation Process

Innovation is often compared to evolution: a dynamic process of improvement and adaptation which strengthens organisations' ability to survive and thrive. Most innovations include some or all of five key stages:

-  1. **Recognition** of a specific problem, challenge, or opportunity to be seized, in relation to the provision of humanitarian aid.
-  2. **Invention** of a creative solution, or novel idea, which helps address a problem or seize an opportunity.
-  3. **Development** of the innovation by creating practical, actionable plans and guidelines.
-  4. **Implementation** of an innovation to produce real examples of changed practice, testing the innovation to see how it compares to existing solutions.
-  5. **Diffusion** of successful innovations - taking them to scale and leading to wider adoption outside the original setting.

The different grants awarded by the HIF focus on different stages in this process, which is useful for tracing the progress of innovations, but it should not be taken to suggest that innovations are linear processes. Rather than clearly defined stages, these are broad and overlapping phases through which many innovations pass.

What is it that innovation processes seek to change and improve?

The '4Ps' model developed by John Bessant and Joe Tidd provide a powerful tool for such analysis. It builds on the hypothesis that successful innovation is essentially about positive change, and puts forward four broad categories where such change can take place:

- **'Product innovation'** – changes in the things (products/services) which an organisation offers
- **'Process innovation'** – changes in the ways in which products and services are created or delivered
- **'Position innovation'** – changes in the context in which the products/services are framed and communicated
- **'Paradigm innovation'** – changes in the underlying mental models which shape what the organisation does

The HIF Board

The HIF Board provides strategic direction to the HIF Team on innovation processes and partnerships for the humanitarian sector, advises on the core functions and positioning of the HIF, and profiles and champions the Fund to relevant audiences.

Nigel Snoad,

Product Manager Google.org Social Impact and Crisis Response

Nigel helps people make better decisions; collaborate during emergencies; and build more resilient communities. Before joining Google in 2011, Nigel led R&D on humanitarian systems at Microsoft working on crisis solutions and responses in Afghanistan, Haiti and elsewhere.



John Bessant,

Professor of Innovation and Entrepreneurship, University of Exeter

Originally a chemical engineer, Professor John Bessant has been active in research, teaching and consultancy in technology and innovation management for over 25 years. He currently holds the Chair in Innovation and Entrepreneurship at Exeter University where he is also Research Director.



Sara Pantuliano,

Head of Humanitarian Policy Group (HPG) at Overseas Development Institute (ODI)

Sara is a political scientist with extensive experience in conflict and post-conflict contexts. She is the Managing Editor of 'Disasters' and a member of the Global Agenda Council on Risk and Resilience of the World Economic Forum. She is a Trustee of SOS Sahel and serves on the Refugees Studies Centre and the UN Association of the UK Boards.



Jim Maltby,

Senior Strategic Analyst in the Defence Science and Technology Laboratory, Ministry of Defence

Jim provides long-term planning, science and technology insights, strategy and policy advice to senior decision-makers in National Security. His interests are rooted in the future changes in society and how this is shaped by adoption of technology from a socio-technical systems perspective. He is currently a RSA Fellow and a Fellow of the Institute of Civil Protection and Emergency Management (ICPEM).



Andrew Clayton,

Social Development Adviser, Agriculture, Climate and Environment, Research and Evidence Division, Department for International Development (DFID)

Andrew Clayton is a social development advisor within DFID's Research and Evidence Division, working on agriculture, climate and the environment. In his role he provides specialist social development advice on a wide portfolio of research and innovation programmes and also oversees the management of a number of programmes such as the Humanitarian Innovation Fund. He has wide experience of managing humanitarian operations in Africa and Asia, both with DFID and the NGO sector.



HIF Board Chair

Ben Ramalingam,
Independent Consultant and Author

Ben is a freelance consultant and writer specialising on international development and humanitarian issues. He is the author of 'Aid on the Edge of Chaos: Rethinking International Cooperation in a Complex World', which was published in January 2014. Ben currently holds honorary positions of Senior Research Associate at the London School of Economics and the Overseas Development Institute, and is a Visiting Fellow at the Institute of Development Studies at Sussex University.



Benedict Dempsey,
Director of Policy and Advocacy at Mercy Corps

Benedict is a humanitarian advocacy, policy and media specialist with an interest in reforming the humanitarian sector to cope with future crises. Former posts have included Head of Knowledge and Evidence, Humanitarian Leadership Academy and Senior Humanitarian Affairs Adviser, Save the Children UK.



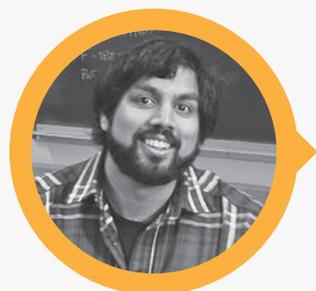
Dan McClure,
Innovation Design Practice Lead, ThoughtWorks

Dan has spent 30 years designing and applying innovation practices in both private and public organisations. As a pragmatic hands-on practitioner, he has worked with challenges at all stages of the innovation lifecycle from initial scrappy entrepreneurship to the art of driving cross cutting change in global enterprises. He has worked with a range of humanitarian and public good organisations on advancing their use of innovation.



John Mitchell,
Director, ALNAP

John Mitchell has been Director of ALNAP since 2002. John has been centrally involved in many humanitarian initiatives including the development of therapeutic emergency foods for Oxfam in the 1980s; the design of food security monitoring systems for ActionAid in the early 90s; setting up the Humanitarian Ombudsman Project in 1998; managing the Tsunami Evaluation Coalition (TEC) Synthesis Report in 2005; and more recently establishing the ALNAP State of the Humanitarian System Report.



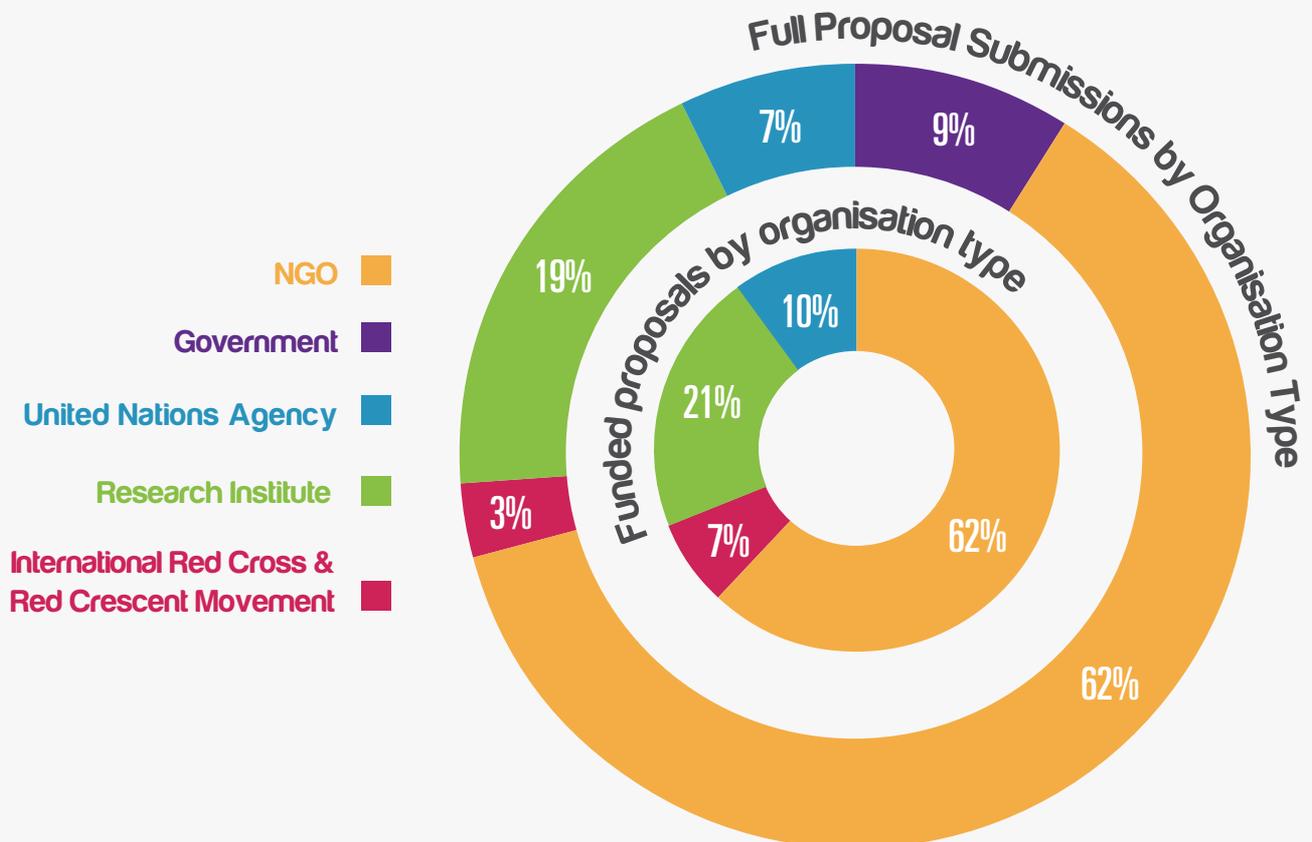
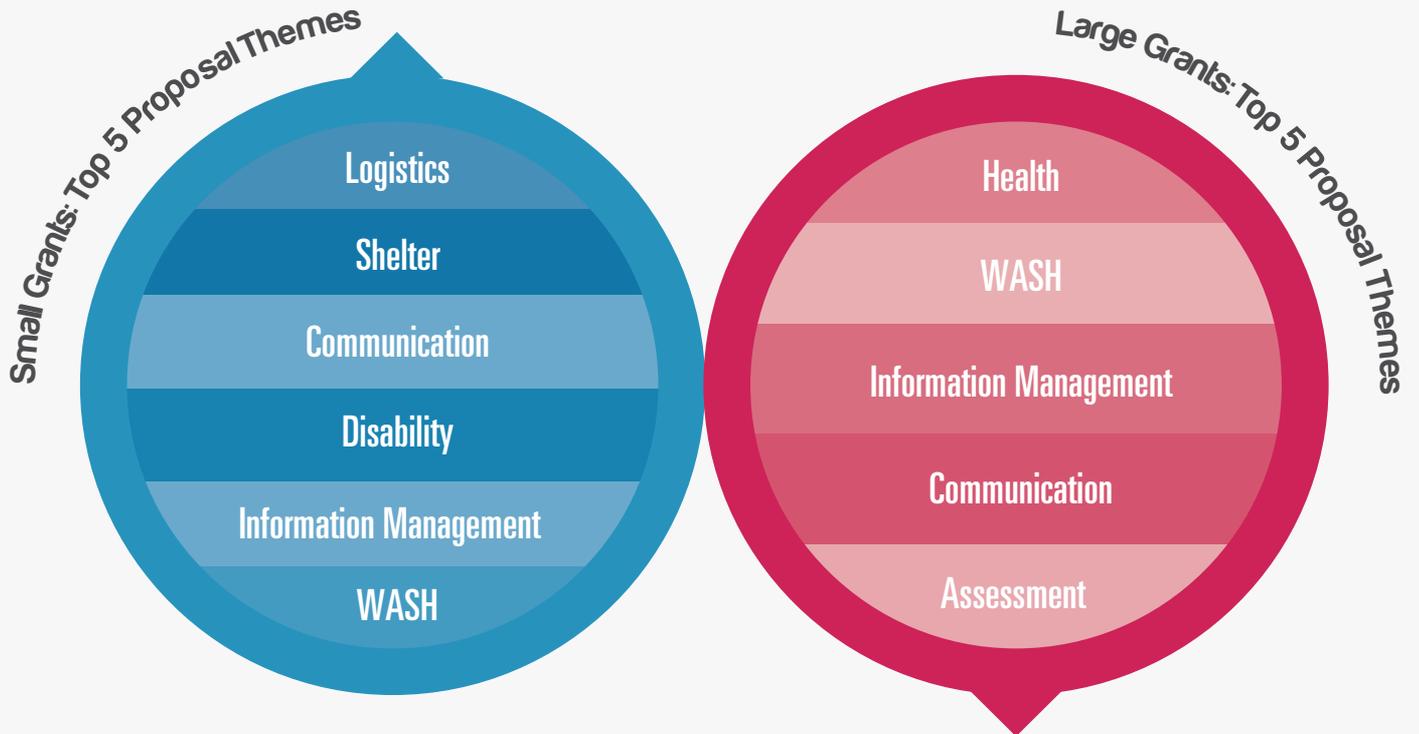
Samir K Doshi,
American Association for the Advancement of Science (AAAS) Science and Technology Policy Fellow, U.S. Agency for International Development's U.S. Global Development Lab.

Samir's work for the Digital Development Team and the Higher Education Solutions Network leverages academic-public-private partnerships and ICT4D applications to build inclusive, resilient and sustainable solutions to global grand challenges. Samir integrates his background in the fields of development economics, systems ecology, engineering, anthropology and governance to develop more sustainable and resilient societies.

The HIF in numbers

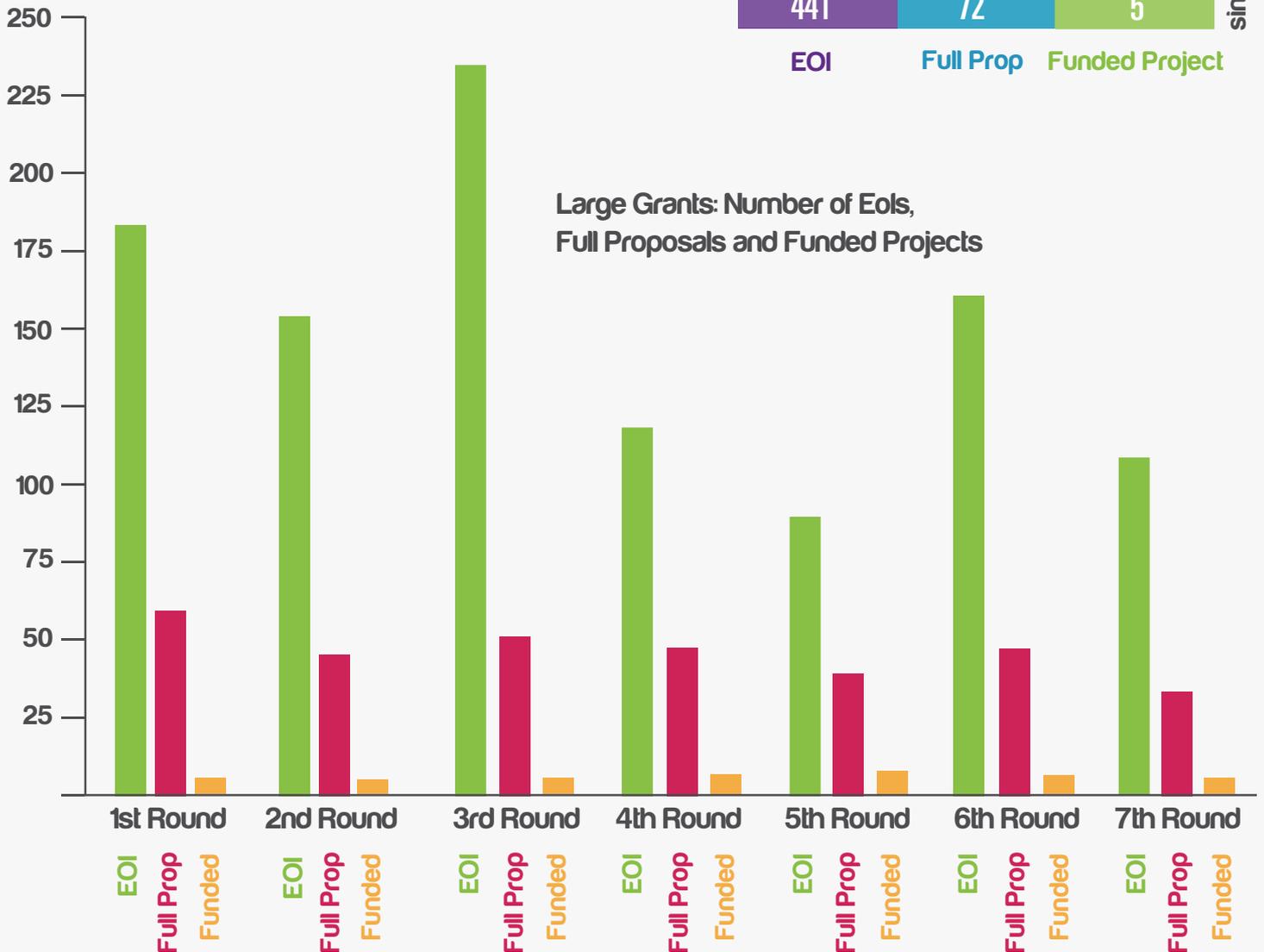
The following statistics have been generated from the HIF's first 7 calls for large grant proposals and its small grant facility from June 2011 through to September 2014.

Glossary: expressions of interest (EoI) – initial proposal submitted in each call. Successful EoIs, meeting the basic criteria, are then developed into full proposals by prospective grantees.



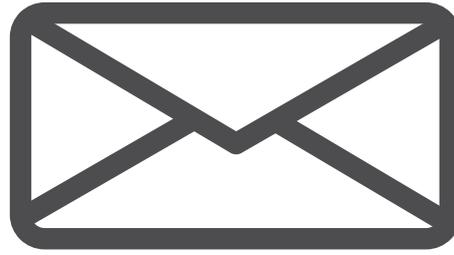


Large Grants: Single vs Consortium Success



HIF communications

As of September 2014



Mailing list subscribers

September 2012 **1915** > September 2013 **2583** > September 2014 **3861**

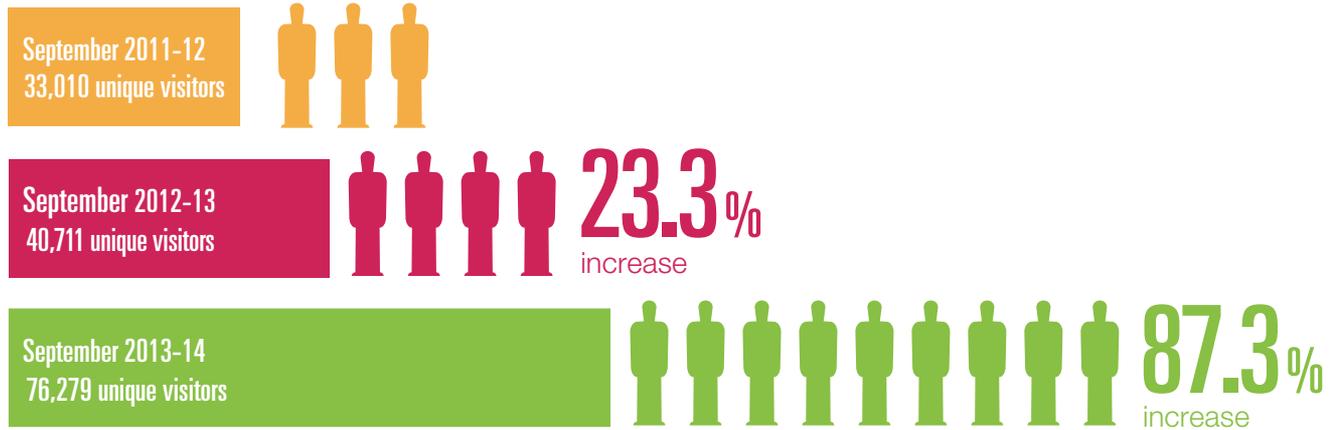
34.8%
increase

49.4%
increase

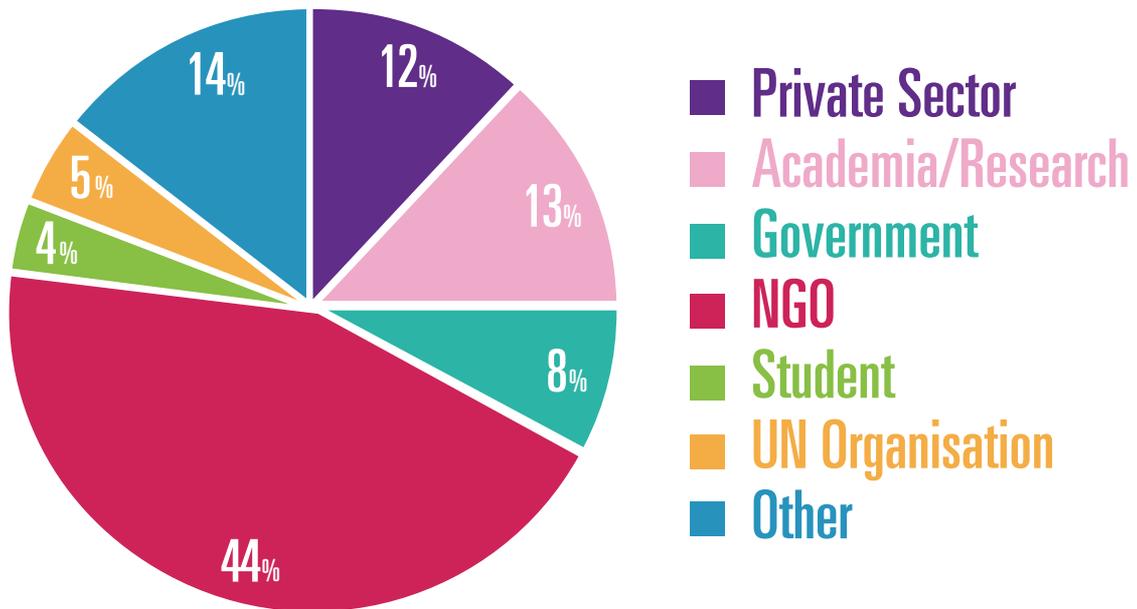
Top 10 website visitor locations



Annual website visitors



Mailing list subscriber by type of organisation



Twitter followers



Managing innovation: the power behind the light bulb



Kim Scriven, HIF Manager

One of the recurrent dead-ends that can plague fruitful discussion around innovation is getting stuck in debates about definitions. Even though it is important to differentiate between say incremental and radical innovation, it is too easy to get bogged down in what counts and what doesn't.

But before we step away from a dogmatic desire to create a water tight definition of innovation, there are a number of descriptive features that we must agree on, and which have important implications for how we seek to manage innovation.

Beyond agreeing terms

Firstly, and perhaps increasingly uncontroversial, we must understand innovation as a process, and a complex and non-linear one at that. This means moving away from a preoccupation with the 'light-bulb moment.' While creativity is key, it will likely amount to little without a concerted effort to understand and navigate the complex process of taking ideas from inception to reality – and an awareness of the people and structures that make the light bulb moment happen.

The implication of understanding innovation in such a way is that, rather than remaining the preserve of closeted inventors, professors in white coats, or hoodie-wearing techies, it is demystified and becomes something that can be observed and understood over time. When seen this way, innovation becomes a transparent process that can be documented, replicated and managed, and not something that is solely

the domain of 'experts' (an impression that must be particularly grating to those humanitarians actually solving problems at the field level). This does not mean it becomes a 'cookie cutter' exercise, but rather offers a structure for managing the experimentation and risk inherent to real processes of change.

Outside the humanitarian system this is nothing new. Governments, academics, and companies increasingly invest not only in the generation of new ideas and technologies, but also in the flow of these new products and services from conception to market. They are as concerned with understanding the knowledge, skills, and resources required at different stages in the process (not to mention the relationships needed to align these), as they are with specific innovations themselves.

This has not been the case to date with regard to discussions on humanitarian innovation. Perhaps unsurprisingly, in an environment where specific attention to the need to build the capacity for innovation and adaptation is still so new, the focus has been on making the case for innovation, rather than a more nuanced conversation about how the process of progressing individual innovations might be enhanced. There are some exceptions to this, such as the DFID funded and CENTRIM led Humanitarian Innovation Ecosystem Research Project, but the implications of such work are yet to be fully felt either by those working on innovation, or more importantly by others simply seeking to improve the way they work.

Agreeing what works

Collectively focusing more of our attention on agreeing what good innovation management looks like should be an acute concern for those tasked with promoting innovation, whether within or across organisations, for a number of reasons:

- There is a real (and perhaps inevitable) danger that the increased hype and interest in innovation will tip into disillusionment, cynicism and fatigue. This is particularly likely if we are unable to draw credible links between the increased investment in innovation and demonstrable improvements in humanitarian performance, going beyond incremental change and beginning to address some of the more entrenched structural issues stymieing the transformation of the system.
- Agreeing the *how* questions around innovation goes hand in hand with a more strategic focus on agreeing the *what* questions that are needed to identify where we should focus our energies. In an environment where actors are increasingly interconnected (even while they fight to protect their mandates and independence), there is a pressing need to agree priority areas where innovation needs to be fostered and spaces for experimentation created. But to do this requires at least a tacit agreement of how successful innovation can best be supported, and the specific roles that need to be filled by different actors.
- Finally, while we should recognise and applaud the increased investment in and attention on innovation, we should remain mindful that resources will remain tight. Creating systems to manage innovation effectively is fundamental to the economical use of the limited resources available for innovation, and key to defending them. This is particularly important in ensuring we are able to identify the most appropriate solutions, and – once tested – to achieve their adoption and maximise their impact.

Fundamentally, there needs to be agreement about what good innovation management looks like, and a willingness to document and share real practice. This requires organisations to work beyond their mandates to share both what has worked and what hasn't. The HIF has much to learn, but we also have an increasing body of experience gained from the support provided to over 50 projects over the past four years.

Learning fast together

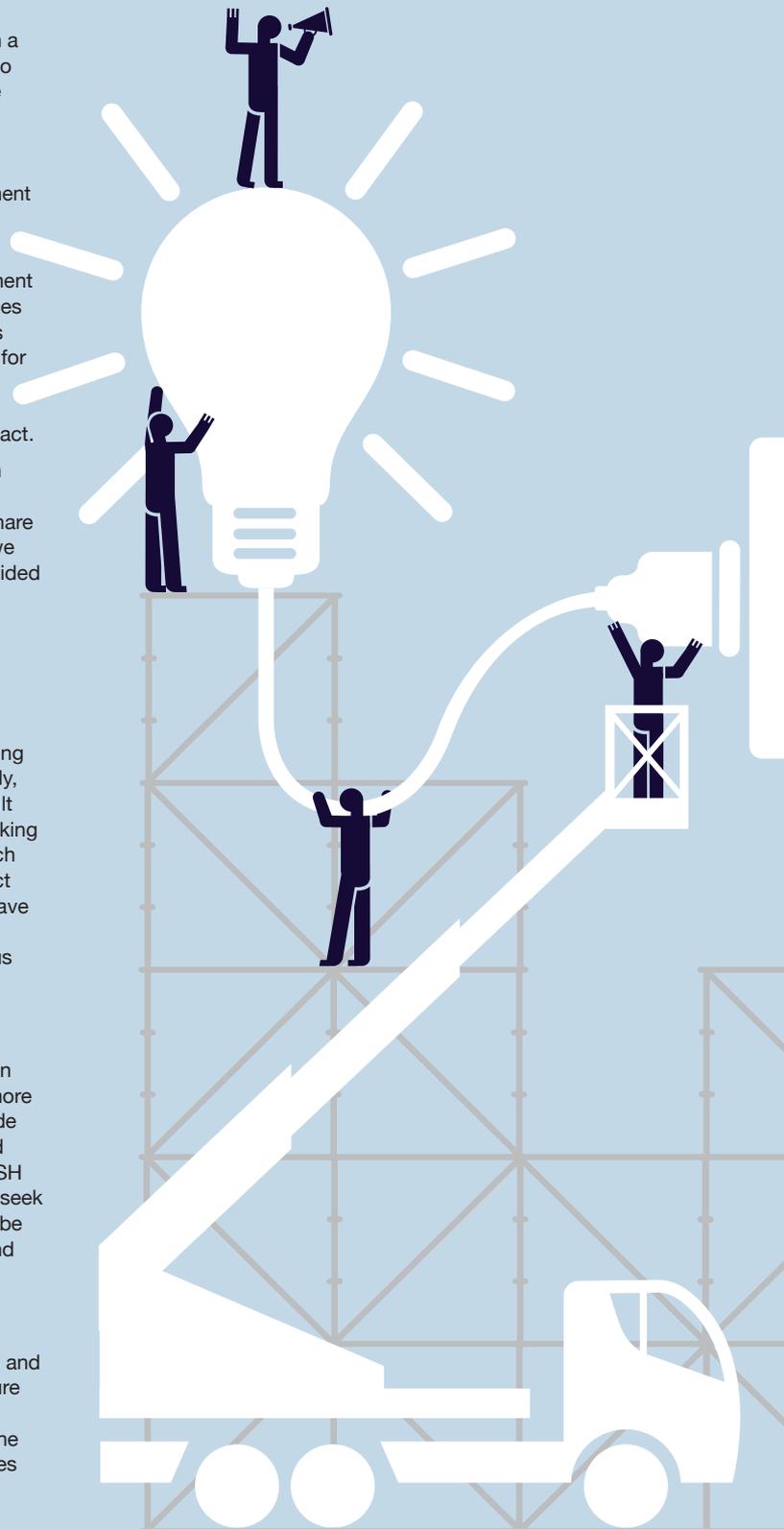
In reality, the HIF, like every innovation initiative, has to demonstrate its ability to add value to the innovation process, and to adequately manage the inherent risks associated with innovation funding. This has meant taking an incremental approach to our own innovation management work. Initially, much of our perspective on what good innovation looks like has been built implicitly into our structures. This has included constructing our grant making around our five-stage innovation process; pushing for collaborations which include different types of actor; seeking to be supportive of flexible project management in similar ways to the iterative and adaptive methods that have demonstrated success elsewhere, particularly in the technology sector; and crucially, pushing for the organisations we support to maintain a focus on research and evidence to demonstrate the positive outcomes of their innovation.

The last 18 months have seen us expand our more proactive innovation management services, notably in our work on emergency Water, Sanitation and Hygiene (WASH). The very nature of this challenge-focused work is more involved, and adopts specific techniques and processes developed outside of the sector. This starts with the initial challenge focus, bringing skills and resources to problems agreed collaboratively across the professional WASH community, leading into the delivery of tailored innovation processes that seek to broker the most relevant solutions. The initial fruits of these efforts can be seen on page 20-24 of this report, with new partnerships, technologies and indeed business models resulting from the processes run to date.

This work has also been an invaluable source of learning, one that we are drawing on internally and hope to share more broadly, through our own documentation and learning, as well as through project-level case studies and evaluations. This is ongoing, but is shaping not only the course of our future challenge-based work, but also both our core grant-making work and the way we see the wider environment for innovation. Crucially, it is shaping the way we are seeking to strategically support and intermediate the processes through which innovations emerge and can flourish in order to tackle the intractable problems facing the humanitarian system.



While creativity is key, it will likely amount to little without a concerted effort to understand and navigate the complex process of taking ideas from inception to reality.





Navigating the innovation process

recognition

recognition of a specific problem, challenge, or opportunity to be seized, in relation to the provision of humanitarian aid



a small grant (up to £20,000) is available for the recognition stage of the innovation process

Frances Hill, Research Partnerships Manager, ELRHA



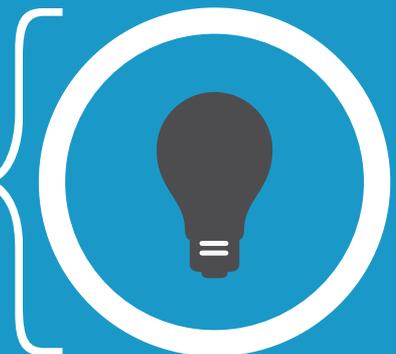
"All good innovation processes start with a strong understanding of the problem at hand. Exploring new partnerships can help bring new perspective and insights."

Innovation has the potential to stimulate positive, system-wide change through new and improved ways of delivering humanitarian assistance to those who need it most. Improved innovation means providing aid that is more relevant, more efficient and more effective.

invention

invention of a creative solution, or novel idea, which helps address a problem or seize an opportunity

a small grant (up to £20,000) is available for the invention stage of the innovation process



Lucy Kingsbury, Humanitarian Innovation Fund Programme Officer, ELRHA

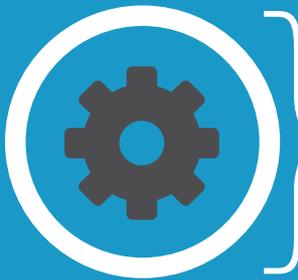


"Fundamentally, innovation needs a spark, and the generation of new ideas is crucial. Be creative!"

development

development of an innovation by creating practical, actionable plans and guidelines.

Turning ideas into action, the development stage takes designs from the drawing board and transforms them into real-world solutions



a large grant (between £75,000 and £150,000) is available for the development stage of the innovation process

Vanessa Dallet,
Finance and Grants
Manager, ELRHA



“Nailing down the details, and iterating an idea as it develops is crucial to managing risks when taking an idea from paper to practice.”

implementation

implementation of an innovation to produce real examples of changed practice, testing the innovation to see how it compares to existing solutions. Often using pilot projects to move beyond proof of concept, this stage establishes how an innovation performs in practice - indicating whether it is successful and should be scaled-up



a large grant (between £75,000 and £150,000) is available for the implementation stage of the innovation process

Lisa Guppy,
Senior Research Advisor, ELRHA



“We need to know what works and what doesn’t, and rigorously testing an innovation to generate good evidence is key here”

diffusion

diffusion of successful innovations - taking them to scale and leading to wider adoption outside the original setting



a small grant (up to £20,000) is available for the diffusion stage of the innovation process

Jess Fisher,
Communications
Manager, ELRHA



“An innovation can only grow and go to scale if people know about it and understand why they should use it. It’s time to share!”

Our Projects

The HIF in action across the globe



HIF funded projects between
2011-September 2013 ●

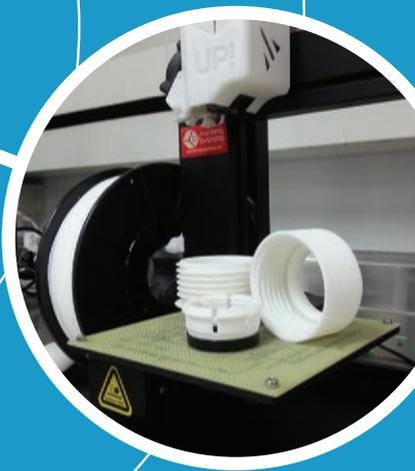
HIF funded projects between
October 2013-September 2014 ●



*Note: Each dot represents a testing/base location not an individual project.
Dots represent both small and large grant projects.*



The following HIF
small and large grant
projects were funded
between September 2013
and September 2014.
To view our full portfolio
visit [www.humanitarian
innovation.org/projects](http://www.humanitarian
innovation.org/projects).



The HIF's projects

Recognition projects

Recognition of a specific problem, challenge, or opportunity to be seized, in relation to the provision of humanitarian aid.

A small grant (up to £20,000) is available for the recognition stage of the innovation process.

Project Status:

Completed

Organisation:

Practical Action

Partners:

Nepal Risk Reduction Consortium (NRRC)

Project:

Understanding the role of remittances in reducing risk to earthquakes

Grant Type:

Small

Start Date:

01/02/2014

Grant Period:

8 months

Total HIF Budget:

£19,917

Location:

Nepal

Innovation Phase:

Recognition

1. What is the humanitarian need?

There is a risk of major earthquakes in Nepal, with this risk focused on the Kathmandu Valley. Most infrastructure in Kathmandu is not built using safe construction standards and is not earthquake resistant, meaning that during a major event, structural collapse may lead to high numbers of deaths and injuries and high levels of displacement. Current solutions to this problem focus on the planning and legislative aspects of earthquake-resilient construction, and there is little effort to educate and raise the awareness of owners of new buildings, including home owners.

2. What is the solution area the project explores?

Remittance – the practice of overseas and migrant workers sending part of their wages back to their families – makes up a significant proportion of household income across Nepal. Migrant workers and their remittances may make significant inputs into how homes are constructed, but information and evidence on these links are lacking. This project will scope the issues by surveying the Nepalese migrant community, analysing the use of their remittances in home construction and assessing their knowledge of risk reduction. It seeks to identify guiding information to help develop innovative strategies and projects to improve construction practices. The proposed strategies may include improved communication and awareness-raising to migrant audiences, for example.

3. What has been the outcome?

One outcome of the project is an improved understanding of family level decision making around safe home construction in Nepal. A significant proportion of remittances are invested in construction works. But due to overall low awareness of building codes or earthquake safety practice, the use of remittances in construction is very likely contributing to earthquake risk. The knowledge gained in this scoping study will be disseminated to support better strategies to address safe home construction for resilience-building and humanitarian organisations, the Nepalese Government, and community groups.



Project Status:

Ongoing

Organisation:

Save the Children

Project:

Understanding the Humanitarian effects of violence on vulnerable children and women in Latin America and the Caribbean (LAC)

Grant Type:

Small

Start Date:

14.07.14

Grant Period:

6 months

Total HIF Budget:

£20,000

Location:

Project base - UK and Central America; testing locations - Guatemala, El Salvador, Honduras and Mexico

Innovation Phase:

Recognition

1. What is the humanitarian need?

The severity of urban violence in LAC is well recognised, and it may be worsening with the increasing presence in non-political armed actors such as street gangs, drug cartels and organised crime groups. Although countries in the region are officially at peace, the levels of violence present are causing similar effects to those occurring in recognised armed conflicts. The dimensions of the urban violence in LAC are now being recognised by regional and national institutions, but the humanitarian community has been slower to engage the issue.

2. What is the solution area the project explores?

This innovation is a study which will allow Save the Children (SC) to understand if the effects and consequences of widespread violence on vulnerable children and women in LAC can be analysed as a humanitarian problem. If they can, then this project will seek to assess the humanitarian approaches that may best respond to the specific characteristics and dynamics of the issue in context. Approaches and evidence will be discussed with child-focused agencies in order to develop standardised programme designs and processes for the region. New guidance notes will be created, building on inter-sector cooperation.

3. What is the expected outcome?

Gathering sex- and age-disaggregated evidence on how to best to respond to the humanitarian impacts of violence could facilitate the way in which children, women and other affected groups are reached by humanitarian organisations. New, evidence-based approaches, standards and processes could significantly change the way in which agencies in LAC engage with violence and vulnerable children.



Invention projects

Invention of a creative solution, or novel idea, which helps address a problem or seize an opportunity.

A small grant (up to £20,000) is available for the invention stage of the innovation process.

Project Status:

Completed

Organisation:

Anglican Alliance

Project:

Bethesda Project,
Burundi; Zambia Anglican
Council

Grant Type:

Small

Start Date:

20.01.14

Grant Period:

6 months

Total HIF Budget:

£19,439

Location:

Project base - UK;

Testing locations -

Burundi and Zambia

Innovation Phase:

Invention

1. What is the humanitarian need?

People with disabilities living in refugee and IDP settings often suffer from marginalisation, and there can be a risk that their specific needs are not met. In some cases, people with disabilities in crisis contexts will also be at higher risk of abuse, neglect or other mistreatment.

2. What is the innovative solution?

In many countries, faith based organisations (FBO) from churches, temples or mosques operate in refugee camps and interact with IDP populations as well as the host community. This innovation aims to utilise the capacity of faith leaders and religious community carers to engage with displaced communities, in order to increase understanding of, and respect for, people with disabilities, their capacities and their needs. Through the project, a Resource Pack will be developed and tested to sensitise faith leaders, and to enable them to identify, profile, protect and advocate with and for people with disabilities in Burundi and Zambia.

3. What has been the outcome?

The project has produced the first resource of its kind. The pack is designed to be short and accessible for non-professionals; however, it can also be part of a sensitisation programme influencing not only local FBOs but through them, United Nations Agencies, social protection implementing partners, disability experts and faith leaders from a broader context, as well as the displaced and host communities affected by crisis.



Project Status:

Ongoing

Organisation:

Field Ready

Partners:

TiKay Haiti, Haiti

Communitere

Project:

Rapid manufacturing for
quick onset disasters

Grant Type:

Small

Start Date:

01.09.2014

Grant Period:

3 months

Total HIF Budget:

£20,000

Location:

Port-au-Prince, Haiti

Innovation Phase:

Invention

1. What is the humanitarian need?

Lack of supplies and long logistical chains in rapid onset disasters continues to be a significant challenge for humanitarian responders. A solution is required to provide rapid, low cost supplies to affected-populations most in need during crises.

2. What is the innovative solution?

3D printing is not a new innovation, however its application in humanitarian settings could dramatically improve logistics and procurement by applying new, smaller and faster manufacturing approaches and techniques.

The project aims to cut procurement costs by as much as 50%, with all elements of the logistical chain being reduced or eliminated. By providing additive 3D printing capability in the field, production can be based on actual demand, thus reducing waste; and transport can be reduced to a single trip, dramatically reducing time and cost.

3. What is the expected outcome?

If significant efficiencies are made in aid delivery as expected through project testing in Haiti, the hope is that virtually anything can be manufactured quickly that is needed in remote and low resource areas on-demand.

This project is being done simultaneously with a 3D printing project by Griffith University – also funded by the HIF. The results of these projects will be disseminated through an academic journal and to the practitioner community via the Humanitarian Logistics Association, which is the global community of practice for humanitarian logisticians.



Project Status:
Ongoing
Organisation:
Griffith University
Partners:
The Medical Humanitarian
Air Service, Red R
(Australia), HK Logistics,
Oxfam
Project:
A field trial of 3D
Printing to Assess its
Potential for improving
the effectiveness
and efficiency of the
humanitarian response
Grant Type:
Small
Start Date:
01.10.14
Grant Period:
6 months
Total HIF Budget:
£20,000
Location:
Project base –
Queensland, Australia;
Field testing - Kenya
Innovation Phase:
Invention

1. What is the humanitarian need?

Supply shortages and long, complex logistical chains in crises have been ongoing challenges for humanitarians. When commonly problematic or difficult customs such as clearance, transportation, storage and administration are added in, the costs of basic humanitarian items are often exorbitant. These challenges can also delay the provision of emergency goods and equipment in a context when saving time may mean saving lives.



2. What is the innovative solution?

Three Dimensional Printing (3DP) is being increasingly used in commercial contexts to provide a broad range of bespoke products. In this project a field trial will aim to evaluate a 3DP initiative as part of humanitarian work in terms of the costs of using 3DP compared to a conventional supply chain; the technical and environmental challenges encountered and their solutions; and finally, issues relating to the application of 3D printers in the field, such as training and maintenance.

3. What is the expected outcome?

This is a high risk project, but if successfully piloted, 3DP has the potential to improve humanitarian response through the swift, local production of equipment or replacement parts. With low capital and running costs, it offers a way of mitigating delays in the supply chain and achieving cost-effective, operational outcomes more swiftly and effectively than via the traditional logistics route.

Project Status:
Completed
Organisation:
Medical Mission Institute
Würzburg
Project:
Medbox- The Aid Library
Grant Type:
Small
Start Date:
15.02.14
Grant Period:
6 Months
Total HIF Budget:
£20,000
Location:
Germany
Innovation Phase:
Invention

1. What is the humanitarian need?

If humanitarian health workers lack access to necessary health tools, lives can be lost. In emergencies, time is of the essence and real-time access to useable, critical technical information is vital. It is also necessary to look to the future: the humanitarian landscape is changing and local actors – for example local Government Authorities - will be required to increasingly take charge of interventions. For this reason, their capacity needs to be strengthened and MedBox can build expertise when and where they need it.



2. What is the innovative solution?

MEDBOX (www.medbox.org) is an independent, free-of-charge online library aimed at improving the quality of health care in humanitarian action worldwide. Based on the assumption that humanitarian health workers can act effectively if they have access to the necessary tools, MEDBOX has collated an increasing number of professional guidelines, textbooks and practical documents on health action and brings these into the hands of aid workers when and where they need it.

3. What has been the outcome?

Following acute events in humanitarian assistance, MEDBOX was able to react quickly to establish toolboxes, such as that for the Typhoon Haiyan in the Philippines in 2013 and the Ebola outbreak in western Africa in 2014. From March to October 2014, the homepage was accessed from 134 countries. In that period over 1,800 health documents have been viewed over 340,000 times and downloaded more than 78,000 times. Weekly visits in October peaked at 3,633. All peaks were related to the Ebola outbreak and the Ebola Toolbox of MEDBOX.

**Project Status:**

Ongoing

Organisation:

Stichting People's Intelligence

Partners:

Free Press Unlimited, Delft University of Technology, Liberia Peacebuilding Office, Technology Investment Group

Project:

Automated collection and verification of humanitarian information using crowdsourcing

Grant Type:

Small

Start Date:

01.07.14

Grant Period:

6 months

Total HIF Budget:

£18,844

Location:

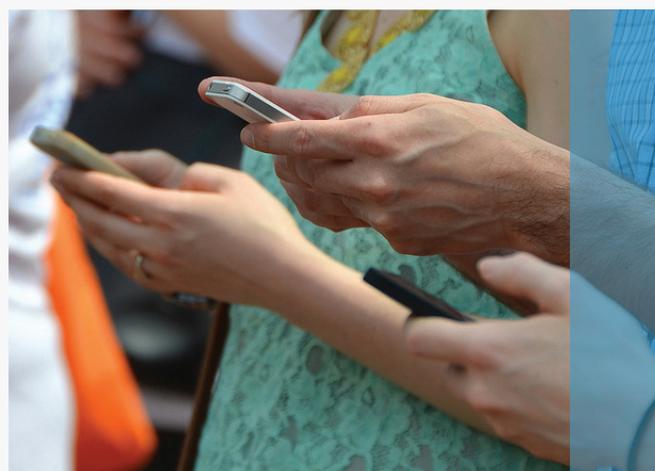
Project base - The Hague, The Netherlands; field testing - Liberia

Innovation Phase:

Invention

1. What is the humanitarian need?

Humanitarian interventions including protection, food, and water distribution, require information on what people need and how they have been affected by disaster. This information can be difficult to collect in hard-to-access areas, whether they are remote, isolated by crisis (for example, flood water), or are experiencing insecurity or conflict.



2. What is the innovative solution?

Stichting People's Intelligence (PI) will automate the collection of relevant, high quality humanitarian information from hard-to-access areas and verify it by means of crowdsourcing and reporting from "dumb" mobile phones. In collaboration with humanitarian actors, PI will invent a system to automate firstly, the reporting and collection of humanitarian information; and secondly, the provision of actionable information in response to the reported incidents. Finally, it will automate a way to score the reliability of a 'source' or person and the credibility of the piece of information they send.

3. What is the expected outcome?

This innovation could shift current *ad-hoc*, organisation-centric information collection systems to systematic, 'user-centric' information collection and verification systems and tools. With PI, hard-to-reach populations can become active initiators and collaborators in the humanitarian response. Disaster affected people can be recognised as the real experts of their situation, and could be guided to provide relevant and complete information in return for humanitarian services and provisions appropriate to their needs.

Project Status:

Ongoing

Organisation:

Universite Laval

Project:

Treatment and safe disposal of excreta in emergencies

Grant Type:

Small

Start Date:

01.07.14

Grant Period:

6 months

Total HIF Budget:

£18,482

Location:

Project base - Quebec City, Canada

Innovation Phase:

Invention

1. What is the humanitarian need?

Good sanitation is one of the most effective public health interventions for the prevention of diarrhoeal diseases in crisis situations. However, during emergencies sanitation interventions are often limited to the construction of pit latrines. When these latrines are full, they must be emptied. This is often done in unsafe conditions, and the pit (and septic tank) contents are typically disposed of in an unsanitary fashion. This process can expose people to the diseases that the latrines were meant to prevent in the first place. Currently, there is very little being done to improve the management and treatment of pit contents (sludge). The system is most urgently needed in densely populated disaster areas where the number of pit latrines and septic tanks must be limited and full latrines cannot be relocated to new, empty sites.



2. What is the innovative solution?

This project will invent an emergency sanitation system for the treatment and disposal of pit latrine sludge. The proposed innovation is based on an existing technology widely used in non-emergency contexts. HIF funding will allow a small-scale prototype of the emergency sanitation system to be built and tested for effectiveness and efficiency.

3. What is the expected outcome?

If successful and able to be built at scale, this invention could significantly lower the risks of diarrhoeal diseases for people affected by crises.

Project Status:

Completed

Organisation:

VSF-Belgium

Partners:

Regional offices of VSF-Belgium in Niamey (Niger) and Nairobi and their local partners

Project:

An innovative methodology and tool for livestock surveys in Sub-Saharan Africa

Grant Type:

Small

Start Date:

01.01.14

Grant Period:

6 months

Total HIF Budget:

£19,848

Location:

Project base - Brussels, Belgium; Field testing – Niamey & Nairobi

Innovation Phase:

Invention

1. What is the humanitarian need?

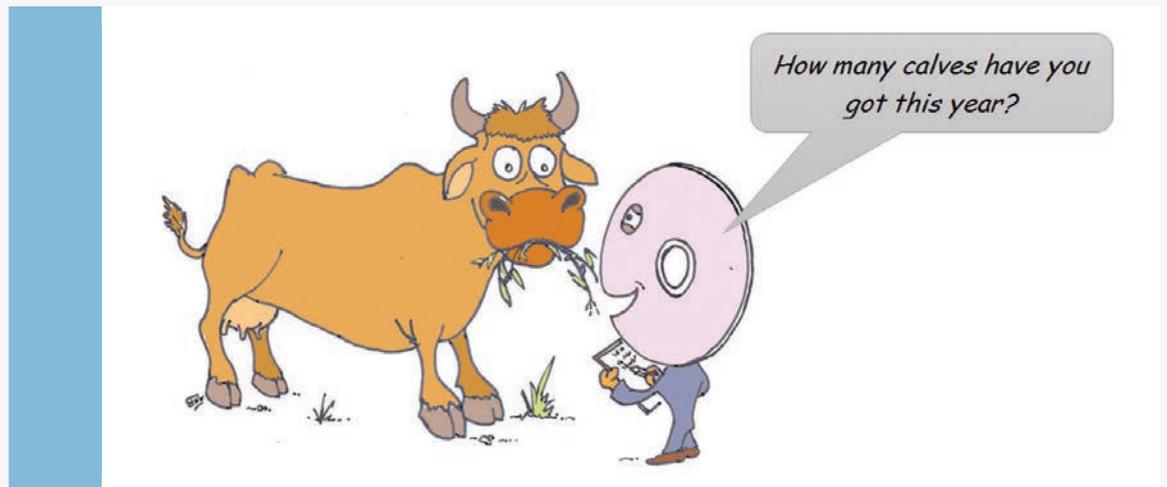
There is a lack of baseline data related to traditional livestock farming in Sub-Saharan countries. This means that it is difficult to assess the impact of crises and shocks on pastoralists; and it is also difficult to monitor and measure the impact of livestock and livelihood programmes and humanitarian projects undertaken in these areas.

2. What is the innovative solution?

The Zootechnical Analysis Kit is a software tool developed to address these problems. It aims to deliver two primary results: A realistic estimation of the effects of different crises on livestock, including conflict and natural disasters; and an assessment of the impact of different actions and projects conducted at the local level. The Kit was trialled by 39 different users across west and east Africa. In short, from the 300 livestock keepers who participated in the trials, 80% stated a strong interest in this type of investigation; the score for functioning and user-friendliness, the quality of the methodological approach, and the manuals and user guides was 85%. Finally, usefulness as a tool for monitoring and decision-making in the farming domain was scored at 90%.

3. What has been the outcome?

As well as completing the African trials, the project delivered a better understanding of livestock-related data that are collected by state, technical and financial partners in these regions. With adjustments– for example, expanding to cover a wider range of pastoralist species– the tool will continue to be improved and rolled out to trials in Sub-Saharan Africa. It is also being promoted to humanitarian agencies with the long term goal of either helping to prevent crises, or to more effectively manage their impact on pastoralists and their communities.



Development projects



Development of an innovation by creating practical, actionable plans and guidelines.

Turning ideas into action, the development stage takes designs from the drawing board and transforms them into real-world solutions.

A large grant (between £75,000 and £150,000) is available for the development stage of the innovation process

Project Status:

Ongoing

Organisation:

AIDMI

Partners:

Harvard Humanitarian Initiative (HHI)

Project:

Innovating Disaster Micro-Insurance for Local Market Recovery

Grant Type:

Large

Start Date:

01.09.14

Grant Period:

18 months

Total HIF Budget:

£149,843

Location:

India

Innovation Phase:

Development

1. What is the humanitarian need?

There is evidence that insurance mechanisms can be effective risk mitigation strategies. In principle, insurance can help families to recover if they receive adequate payments after disasters. However, in the rapidly growing cities of developing countries, many families run and use very small (micro) businesses, and the concept of micro-insurance for these types of business remains largely unused and untested.



2. What is the innovative solution?

This project focuses on disaster risk reduction and resilience. An earlier project by AIDMI showed that the concept of disaster micro-insurance for urban poor communities was viable when partnering with the right insurance providers and financial institutions. The current project adapts proven microfinance mechanisms to trial an innovative model with insurance partners, working in three cities in India. The project will determine the market need and demand, and then design appropriate disaster micro-insurance policies. The project will insure 9,000 micro and small business enterprises over a specific period.

3. What is the expected outcome?

The learning from this project will inform the practice and policies of the humanitarian community, the insurance sector, and national governments to support the larger scale up and sustained use of risk transfer approaches.

Project Status:

Ongoing

Organisation:

HelpAge International UK

Partners:

Valid International, Brixton Health

Project:

RAM-OP (rapid assessment method for older people)

Grant Type:

Large

Start Date:

01.01.14

Grant Period:

18 months

Total HIF Budget:

£139,229

Location:

Project base – UK;

Field testing – Ethiopia

Innovation Phase:

Development

1. What is the humanitarian need?

In emergencies, older people are rarely identified as a vulnerable group by governments, humanitarian organisations or donors. As a consequence, little information is available about the nutritional status and the needs of older people in emergencies, and therefore it is difficult to know how best meet their specific needs. Humanitarian workers often argue that the methodology for assessing the nutritional status of older people is costly and complicated. To address this key issue, more cost effective and efficient needs assessment methodologies are required.

2. What is the innovative solution?

RAM-OP is a rapid assessment method for measuring the nutritional status, needs, and other related factors that affect older people in humanitarian situations. It includes a questionnaire, a sampling method, and software for data analysis. This project seeks to finalise, test and produce guidelines for the RAM-OP methodology. If successful, the method will allow humanitarian workers to gather evidence on the nutritional vulnerability of older people in emergencies and plan a better response accordingly.

3. What is the expected outcome?

It is hoped that by offering a simplified and cost-effective approach to nutritional surveys for the aged, humanitarian workers will be encouraged to consider older people and their needs. In this way, it will be possible to implement more appropriate and effective feeding programmes targeting older people.



Project Status:
Ongoing
Organisation:
International Federation
of the Red Cross
Partners:
British Red Cross,
Norwegian Red Cross,
Netherlands Red Cross,
AFRI Pads (U) Ltd
Project:
Menstrual hygiene in
emergency situations
Grant Type:
Large
Start Date:
01.02.14
Grant Period:
14 months
Total HIF Budget:
£125,137
Location:
Field testing – Sudan,
Somalia, Madagascar,
Uganda
Innovation Phase:
Development

1. What is the humanitarian need?

Increasing attention is being paid to the menstrual hygiene management (MHM) needs of adolescent girls and women in emergencies, and the crucial role that it plays in issues around dignity, gender-based violence, education, hygiene and health is being increasingly acknowledged. Despite this, MHM continues to be overlooked, and is not effectively or comprehensively addressed in many post-conflict and disaster settings. To date, no humanitarian agency has developed and field tested a comprehensive relief kit specifically for menstrual hygiene management.



2. What is the innovative solution?

The MHM kit developed through this project will enable safe and hygienic management of the menstrual flow for women and girls in crisis. There will be two types of MHM kit developed – disposable and reusable. Pioneering work includes gathering evidence on and providing recommendations for improving the local procurement, pre-positioning and distribution of culturally appropriate hygiene and dignity related relief items.

3. What is the expected outcome?

A key output from the trial of the MHM Kit will be evidence of its effectiveness. If it is proven successful, the outcome will be the adoption of the new MHM Kit as a standard emergency humanitarian relief item and its listing on the Red Cross/Red Crescent Emergency Relief Items Catalogue. This innovative project will also improve the knowledge base on MHM and increase the capacity to incorporate menstrual hygiene management into WASH emergency response activities. These aims will be achieved by adapting new MHM curriculum to the RC/RC context and rolling it out to national- and regional-level- WASH training for emergency preparedness and response.

Project Status:
Ongoing
Organisation:
Liverpool School
Tropical Medicine
Partners:
South Sudan Research,
Monitoring and
Evaluation Division of the
Ministry of Health
Project:
Lot Quality Assurance
Sampling (LQAS) survey
techniques
Grant Type:
Large
Start Date:
07.01.14
Grant Period:
12 months
Total HIF Budget:
£88,628
Location:
Project base – UK; Field
testing - South Sudan
Innovation Phase:
Development

1. What is the humanitarian need?

Currently there is no systematic procedure to monitor the performance of health services in humanitarian settings. This means that it is difficult to adjust services to meet specific needs and to prevent deaths, diseases and disability in each crisis setting encountered. Planners and managers require better information and improved monitoring systems to ensure efficient, effective and accountable service design and provision, particularly as current systems are costly, complex and often difficult to interpret and use (Haskew et al, 2010).



2. What is the innovative solution?

Lot Quality Assurance Sampling (LQAS) methodology provides real-time monitoring data for planning and management. LQAS can detect variations between the health outcomes in different locations within one response, and can help to adopt proactive, targeted interventions and actions that may reduce morbidity and mortality. The LQAS method is being utilised to measure the health of refugees in South Sudan.

3. What is the expected outcome?

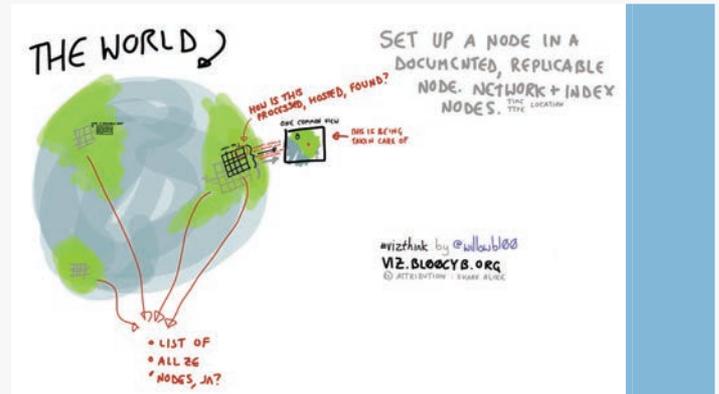
The LQAS survey will measure access, quality, use, health seeking behaviour, and refugee perceptions of health services in refugee camps. The final result should inform improvements in health care for refugees through the provision of services that are evidence-based and integrated into the overall monitoring and evaluation frameworks of the host country and humanitarian organisations. The methodology will also provide information on the performance of health providers in refugee camps and facilitate better governance and health management through improved accountability.



Project Status:
Ongoing
Organisation:
Humanitarian
OpenStreetMap Team
Partners:
American Red Cross
Project:
OpenAerialMap
Grant Type:
Large
Start Date:
01.07.14
Grant Period:
11 months
Total HIF Budget:
£119,159
Location:
n/a (online)
Innovation Phase:
Development

1. What is the humanitarian need?

Imagery from satellites, Unmanned Aerial Vehicles (UAVs) and other aircraft is being generated in ever-increasing volumes. Imagery helps to map crisis affected locations and populations, which can be vital for decision making. However, after a disaster it is difficult for humanitarian workers to find and access the best imagery for their needs.



2. What is the innovative solution?

The project seeks to solve this access issue by providing a simple, free system to process and provide imagery for humanitarian response and disaster preparedness. 'OpenAerialMap' is the product that will be created, trialed and assessed.

3. What is the expected outcome?

If successful, OpenAerialMap will be promoted for use in a wide range of humanitarian crises. It will be supported by new documentation, including deployment instructions and working instructions for users. In the longer term, the aim will be to ensure that all humanitarian decisions can be supported with reliable and detailed imagery.

Project Status:
Prestart
Organisation:
Microjustice4All
Partners:
International Law Firm
Allen & Overy
Project:
Innovation in
Humanitarian
Relief through a
post-emergency
Legal Rehabilitation
Methodology and Toolkit
Grant Type:
Large
Start Date:
Prestart
Grant Period:
18 months
Total HIF Budget:
£149,980
Location:
Kenya and Peru
Innovation Phase:
Development



1. What is the humanitarian need?

In post-emergency situations, vulnerable people may become even more vulnerable through the loss of their basic documents, or by being required to produce legal papers that they have never had access to. When institutional infrastructures and capacities are damaged, restoring legal status can be even more difficult for displaced people. Legal rehabilitation can complement humanitarian response, as proper legal documentation is a prerequisite for people to access their basic rights, be protected from human rights abuses, and quickly improve their livelihoods.

2. What is the innovative solution?

The Legal Rehabilitation Methodology and Toolkit aims to provide a service - structured legal rehabilitation aid - that is currently lacking in post-emergency humanitarian operations. This project will develop a legal aid methodology to provide fast, effective, hands-on legal rehabilitation in post-emergency contexts to help affected populations solve their legal issues, (re)obtain their legal documents, and fill out required documentation needed to access reconstruction loans, aid relief, and livelihood support.

3. What is the expected outcome?

The innovation addresses the challenge of providing affected people in post-emergency situations effectively and efficiently with the legal aid they need. If successful, this toolkit could help people in a wide range of post-crisis contexts to rebuild their lives more easily.

Project Status:

Ongoing

Organisation:

Translators Without Borders (TWB)

Partners:

Acrolinx; CDAC Network, Content Rules, Digital Humanitarian Network (DHN), Microsoft MT Local Language Team

Project:

Words of Relief

Grant Type:

Large

Start Date:

01.12.13

Grant Period:

13 months

Total HIF Budget:

£132,414

Location:

Kenya

Innovation Phase:

Development

1. What is the humanitarian need?

Following a crisis, one of the most immediate priorities for both relief workers and affected communities is delivering and receiving information. However, barriers including language on the ground frequently complicate response and recovery efforts. This became a priority issue after the Haiti earthquake and the Japanese earthquake/tsunami, where international humanitarian staff were unprepared and unable to communicate in the primary languages of the affected populations.

2. What is the innovative solution?

Words of Relief will offer a cost-effective solution for humanitarian agencies by creating a body of free, localised, relevant content in under-resourced languages, as well as a volunteer-driven network of professional translators and interpreters that can be deployed immediately in a crisis. The proposed pilot builds on TWB's existing infrastructure in east Africa, which includes a translation training centre in Nairobi. In east Africa, Words of Relief will develop and assess the impact of approaches designed to:

- Increase the availability of and access to vital crisis response information in Swahili, the lingua franca of the region.
- Build technological and human capacity for the deployment of improved, real-time, two way translation and communication support in Swahili and additional regional languages to humanitarian actors and crisis-affected populations.
- Develop a standing network of translators in multiple east African languages that can be rapidly deployed in a crisis.

3. What is the expected outcome?

This project will aim to establish a formal code of translation ethics to ensure compliance with humanitarian principles. It will also assess the effectiveness of outcomes in east Africa. If successful, these combined results will help to scale Words of Relief and related translation systems, personnel and capacity across humanitarian contexts, in order to provide better humanitarian response in different language regions of the world. Given the urgent and acute need for local populations in west Africa affected by the Ebola outbreak, the HIF has worked with TWB to help rapidly expand this project, and provide health information in local languages across the affected region.

**Project Status:**

Prestart

Organisation:

University of Barcelona

Partners:

Oxfam Intermon, Geniul S.L.

Project:

Development of an affordable point-of-use test for detection of enteric viruses and viral fecal indicators in water

Grant Type:

Large

Start Date:

Prestart

Grant Period:

18 Months

Total HIF Budget:

£146,911

Location:

Project base - Barcelona, Catalonia; Field testing - Oxfam Intermon humanitarian crisis intervention countries

Innovation Phase:

Development

1. What is the humanitarian need?

Drinking water safety is a central public health issue in most humanitarian crises. Enteric viruses are found in a variety of water sources including ground water, sewage water, streams, rivers and marine water. They include different groups of viruses responsible for illnesses like fever, meningitis, hepatitis, rashes and respiratory diseases. The dynamics of water-borne diseases are complex and high incidences of clinical cases and outbreaks are observed in situations such as refugee camps without understanding their origin or knowing the best treatment options.

2. What is the innovative solution?

There is then a need for affordable, robust methods to identify enteric viral pathogens or improved viral indicators in water, particularly in humanitarian contexts. Twelve complete prototypes of equipment designed to detect viruses will be tested in the field. Evaluation of the equipment will include surveys of users, as well as laboratory analysis of the water.

3. What is the expected outcome?

If successful, the new viral detection equipment could be made available as part of standard response equipment for organisations involved in humanitarian water and sanitation. It could improve water safety management practices to reduce the incidence of viral diseases in humanitarian contexts.





Project Status:

Ongoing

Organisation:

UNOCHA

Partners:

UNHCR, Nethope, UN agencies and other NGOs

Project:

Humanitarian eXchange Language initiative

Grant Type:

Large

Start Date:

01.12.13

Grant Period:

12 months

Total HIF Budget:

£143,166

Location:

New York, Geneva, field locations

Innovation Phase:

Development

1. What is the humanitarian need?

Large amounts of data are increasingly available in humanitarian contexts. However quality, up-to-date and specific information for planning and decision making can be hard to find during a crisis. In particular, different humanitarian agencies use different data management systems, such that information may become fragmented and isolated in different, incompatible systems. To date, attempts to build centralised databases or standardised systems have had limited success.

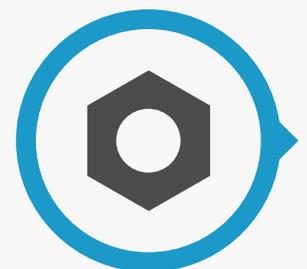


2. What is the innovative solution?

As a key component of OCHA's wider Humanitarian Data Exchange project, the solution offered is an innovative, decentralised, consensus-based approach for collecting and sharing data and information across a network of humanitarian partners. This pilot will deploy a technical and outreach team to prototype and implement agreed standards and technical infrastructure. These teams will coordinate with operational humanitarian actors to work iteratively towards a version 1.0 release of the HXL standards and recommendations for use.

3. What is the expected outcome?

This project aims to make better, more integrated data available to support crisis response planning and action. The outcomes of better data and information systems can include improved efficiency; a sustainable, open-data ecosystem that bridges the disaster management and development cycles; the opening of humanitarian data to a wide range of stakeholders, including affected populations; and allow humanitarian organisations to remain a custodian of, and be accountable for, their own data.



Implementation projects



Implementation of an innovation to produce real examples of changed practice, testing the innovation to see how it compares to existing solutions. Often using pilot projects to move beyond proof of concept, this stage establishes how an innovation performs in practice - indicating whether it is successful and should be scaled-up.

A large grant (between £75,000 and £150,000) is available for the implementation stage of the innovation process.

Project Status:

Ongoing

Organisation:

Danish Demining Group

Partners:

Geneva International Centre for Humanitarian Demining-GICHD, Danish Refugee Council (DRC), CartONG, Frontline SMS

Project:

Safe and Unhindered Access in Mines and UXO Contaminated Areas - Somalia

Grant Type:

Large

Start Date:

01.02.14

Grant Period:

16 months

Total HIF Budget:

£149,700

Location:

Ukraine (shifting from original location of Somalia)

Innovation Phase:

Implementation

1. What is the humanitarian need?

Access to timely and accurate information is often very limited in areas where mines and other explosive remnants of war pose hazards to the local population. If local people cannot access this information, they are at a higher risk of exposure to detonations.

2. What is the innovative solution?

The Danish Demining Group (DDG) will pilot a two-way communication web portal and parallel SMS service that will improve the information exchange between people living in affected communities and the Mine Action (MA) actors assisting these communities. By improving the flow of information, the objective is to empower people living in explosive remnants of war (ERW) affected communities to engage with the mine action organisations working in their area, and to help them to understand the hazards which are present in their location. The MA actors will increase their dialogue with the affected communities, in turn aiming to improve demining services and support at local levels. Given ongoing security concerns in Somalia, and the emergence of a serious unexploded ordnance (UXO) problem due to the emerging conflict, the location of this project has shifted to eastern Ukraine.

3. What is the expected outcome?

The web portal and SMS service will provide a new structure for improved and timely information sharing between MA actors and affected communities. If successful, the structure could be implemented in many countries and contexts. Ultimately, the improvement of demining information exchanges will provide grounds for more efficient and effective mine action based on needs expressed by the communities. This will lead to safer communities in conflict and post-conflict settings.



Project Status:

Ongoing

Organisation:

International Rescue Committee

Partners:

Ministry of Public Health, Democratic Republic of Congo

Project:

Embedding Cognitive Processing Therapy in the DRC Health Systems

Grant Type:

Large

Start Date:

01.01.14

Grant Period:

12 months

Total HIF Budget:

£150,000

Location:

Democratic Republic of Congo (DRC)

Innovation Phase:

Implementation

1. What is the humanitarian need?

After almost two decades of conflict and related sexual violence, high levels of trauma, depression and anxiety hinder recovery of many women and girls in Eastern DRC. Mental health services, which could improve the lives of victims of gender-based violence (GBV), are not available to the majority of conflict-affected populations.

2. What is the innovative solution?

This project will aim to demonstrate how a mental health therapy can be provided in an efficient, cost-effective manner through the primary health care system in DRC. The pilot trials a specific therapy and structure, adapted to the DRC context, that could be implemented to scale in resource-poor humanitarian contexts by a broad range of individuals, including those with minimal formal education. It will develop learning on how to make effective mental health services available more widely for GBV survivors.

3. What is the expected outcome?

The project will test the feasibility of a specific mental health service model with the vision of diffusing it via the Ministry of Public Health to health structures across DRC. Integrating the model into the primary health care system would allow for the provision of targeted mental health services through local health workers, with the potential to make this therapy available to a large number of beneficiaries in conflict-affected contexts.





Project Status:
Ongoing
Organisation:
Massachusetts General Hospital, Division of Global Health & Human Rights, Department of Emergency Medicine
Project:
Ministry of Health and Sanitation of Sierra Leone, World Vision
Partner:
Strengthening Resilience: Ultra-Low-Cost Uterine Balloon Tamponade Package
Grant Type:
Large
Start Date:
14.07.14
Grant Period:
20 months
Total HIF Budget:
£149,700
Location:
Project base – Freetown, Sierra Leone; Field testing – 4 Sierra Leonean informal settlements
Innovation Phase:
Implementation

1. What is the humanitarian need?

When disaster strikes, women continue to get pregnant and give birth. Yet, due to their increased vulnerability and the lack of obstetric services in times of crisis, pregnant women face greater risk of maternal morbidity and mortality during humanitarian emergencies.

2. What is the innovative solution?

The Uterine Balloon Tamponade (UBT) implementation package addresses maternal deaths due to primary postpartum haemorrhage (PPH). UBT involves placing a balloon within the uterine cavity and inflating it with water to achieve tamponade and arrest bleeding. The kit can be assembled from components readily available in resource-limited settings - it consists of a condom tied to a urinary catheter and inflated with clean water through a syringe and one-way valve. The UBT package includes a training programme for front-line maternal health workers on when and how to use it.

3. What is the expected outcome?

Massachusetts General Hospital will deploy the package to informal settlements in Sierra Leone, in collaboration with the Sierra Leone Ministry of Health and Sanitation and World Vision. Thousands of women die every year from PPH in Sierra Leone, and the UBT will build the health and local resilience of communities while generating more evidence that the package can be used in acute crises across the region, when needed.



Project Status:
Prestart
Organisation:
Panzi Foundation USA
Partners:
Make Music Matter; Jewish World Watch; Norwegian Church Aid
Project:
Music Therapy After-Care for Sexual Violence Survivors
Grant Type:
Large
Start Date:
Pre-start
Grant Period:
18 months
Total HIF Budget:
£150,000
Location:
DRC
Innovation Phase:
Implementation

1. What is the humanitarian need?

In the eastern Democratic Republic of Congo, the prevalence of sexual violence has been described as the worst in the world. Unfortunately, the situation is worsening and between 2012 and 2013 UNHCR reported a 654% increase in cases of sexual violence in the DRC. However, until very recently, there have been few efforts to systematically address how best to assist the survivors in their recovery, aid in their reintegration, promote healing in the affected communities, and most importantly, bring an end to sexual and gender-based violence.

2. What is the innovative solution?

Current patients at Panzi Hospital in the DRC receive psychosocial counselling once their immediate medical needs have been met. While this component is critical, Panzi propose that additional music therapy may be beneficial. What is innovative about the approach of 'Make Music Matter' is the integration of a successful therapeutic technique – the creation and performing of music – into the holistic treatment of survivors of sexual violence from admission to reintegration. For example:

- Music therapy has potential application before and during the various phases of surgery to help calm the emotional stress and fears of the patient.
- Having left the hospital, it is often difficult to maintain the connection with patients that is necessary to monitor and evaluate their progress. Participation in the music therapy program may motivate these women to return.
- The dissemination of messaging through music in communities and nationally will help discourage the stigmatisation of survivors, encourage more women to seek treatment, and provide solidarity for those who cannot.

3. What is the expected outcome?

Combining mainstream mental health and music therapy could help patients and their communities recover, reintegrate, and build personal security. In low resource settings such as the DRC where literacy rates are low, music can be an effective way to inform and raise awareness about sexual violence and its consequences. This project aims to build evidence of the effectiveness of music therapy in conflict settings through providing real improvements in survivors' lives.



Diffusion projects

Diffusion of successful innovations - taking them to scale and leading to wider adoption outside the original setting.

A small grant (up to £20,000) is available for the diffusion stage of the innovation process.

Project status:

Ongoing

Organisation:

Save the Children

Partners:

CDC Atlanta, Concern Worldwide, IMC, Goal

Project:

Dissemination of tools and key advocacy messages defined in the project – Transforming decision making on emergency feeding programmes using the Minimum Reporting package.

Grant Type:

Small

Start Date:

01.07.2014

Grant Period:

9 months

Total HIF Budget:

£19,984

Location:

Field testing – global (Approx. 17 operational countries of Save the Children and partners)

Innovation Phase:

Diffusion

1. What is the humanitarian need?

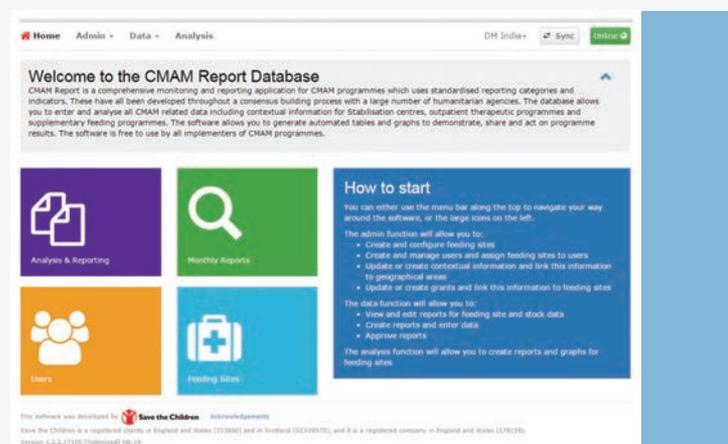
There has been an urgent need in humanitarian contexts to increase both the quality and consistency of Supplementary Feeding Programmes (SFP) and community based management of acute malnutrition (CMAM). However, it has been difficult to redesign these services as there is a lack of evidence on their effectiveness and good monitoring information that could guide improvements. One problem is that humanitarians are currently collecting and using unsystematic, incomplete and non-comparable data to measure the effectiveness of SFP. There is also a need to improve tools for assessing, measuring and monitoring all components of CMAM.

2. What is the innovative solution?

Save the Children previously received a large HIF grant to develop their 'Minimum Reporting Package' (MRP) software. Having received encouraging evidence to support the use of MRP, this second grant from the HIF – for dissemination - will enable the roll out of the MRP software to the humanitarian nutrition community to contribute towards the resolution of these problems. It will do this by providing a sustainable system that is widely accessible through a web and tablet-based platform, and is supported by training materials. It will allow accurate programme data collection and analysis at scale.

3. What is the expected outcome?

Improved monitoring and evaluation through the use of this pioneering tool will help build evidence on the effectiveness of specific CMAM and SFP programmes. This evidence, combined with the standardisation of data collection and analysis for programme monitoring and reporting, represents the potential to dramatically transform practice within the humanitarian nutrition sector. If it became the norm to extrapolate lessons from well-functioning programmes and apply them to poorly functioning programmes, practice could become both more efficient and more effective.



Innovating Emergency WASH

The last 18 months have seen the HIF break new ground as it extended the range of innovation support with the launch of a targeted programme in emergency Water, Sanitation and Hygiene (WASH).

To date, the work has been managed across two channels:

- **Open innovation** – engaging thousands of people through an online competition platform
- **Accelerated innovation** – bringing together recognised expertise from the humanitarian, academic and private sectors to tackle critical WASH challenges through Research and Development (R&D).

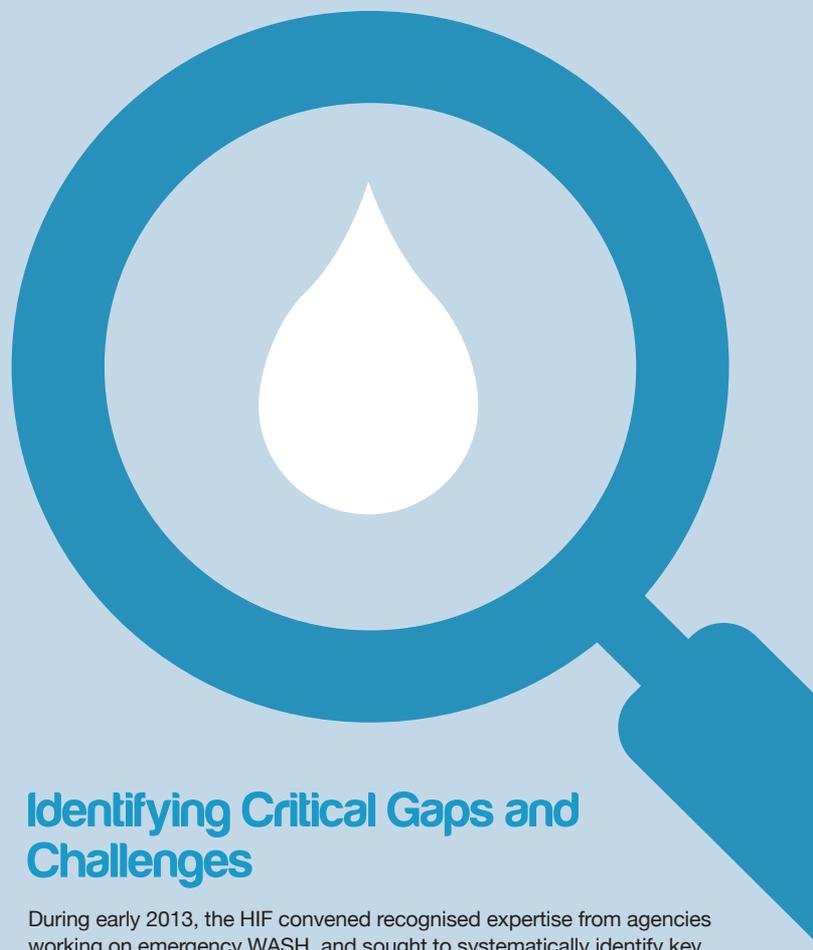
The specific challenges explored through these channels have been developed by the HIF's WASH Technical Working Group, chaired by Andy Bastable from Oxfam GB. In collaboration with the HIF, this expert group has explored in detail the gaps in innovation identified by WASH practitioners, and developed and refined a number of specific challenges most suited to being approached through a facilitated innovation processes.

Why WASH?

Limited access to clean water and poor sanitation are critical drivers for the spread of Diarrhoeal diseases, constituting a critical challenge during periods of crisis. Such diseases account for more than 40% of deaths in the acute emergency phase. Girls and women are particularly affected by lack of well-designed latrines and access to safe water.

Recent years have seen considerable demand from implementing agencies for innovation in the WASH programming options that are open to them.

Since 2011, the HIF has funded a number of such innovations, including new water filtration technologies; water disinfection protocols; kits for menstrual hygiene management; and work to explore targeting WASH services for children, often amongst the most vulnerable during emergencies. As the HIF's portfolio has grown, a clear need has been recognised and the team is confident it has access to the right expertise to support further innovation in this sector.



Identifying Critical Gaps and Challenges

During early 2013, the HIF convened recognised expertise from agencies working on emergency WASH, and sought to systematically identify key programming gaps and challenges limiting the performance of WASH interventions. A Gap Analysis, conducted by Oxfam GB on behalf of the HIF, involved consultation with over 900 people across nearly 40 countries, spanning 45 organisations including donors, UN agencies, and international and national NGOs, as well as consultations with affected populations. The analysis identified and sought to prioritise over 50 programming gaps. Examples of priority areas identified through this process include:

- **Latrine design:** latrine alternatives in urban areas or where flooding is prevalent, as well as measures to ensure safe use such as lighting and maintenance.
- **Waste management issues:** drainage, desludging and excreta disposal, as well as solid waste management in emergency settings.
- **Community participation and hygiene promotion:** spanning hand washing and sanitation marketing issues.
- **Water treatment and storage challenges:** including the need for new water containers and point of use household filters.

Open Innovation Case Study

The HIF's open innovation work is designed to find a broad pool of solution providers for the challenges that emerged from the gap analysis that were considered to be relatively straightforward with achievable requirements. The first challenge sought to address the ongoing problem of lighting for latrine blocks in displacement camps.

1. Latrine Lighting

This challenge was to design a lighting system for communal latrine facilities that will promote safety and utilisation. The system needs to be robust, economical and not easily vandalised or stolen, to be able to stand up to the harsh realities of operating in an ongoing displacement crisis. This process was managed in partnership with recognised innovation intermediaries InnoCentive, and received interest from over 700 potential solvers around the world. Following the InnoCentive process, two winners were identified:

1a. Robust Latrine GravityLight (RLG)

This solution is based on the 'GravityLight' system, which has been developed over a four year period and has already undergone rigorous field trials. The solution has been customised for a humanitarian refugee setting and involves using a falling weight and pulley-system within a vandal-proof tube, which stimulates LED lights. For each latrine, up to 30 minutes of light can be produced depending on the level of force put upon the pulley-system. For instance, three seconds of lifting the weight turns into 20-30 minutes of 'free' lighting.

The target lifespan is 3 years (around 5,000 hours). The system will have a modular construction to facilitate easy servicing which will help prolong the lifespan. The kit will also include a mould to allow local casting of the falling weight if it needs replacing. The whole solution will cost under US\$100.00.

There are no batteries for storing energy because they might wear-out and can be costly or difficult to replace and it requires no external energy source.

Jim Reeves, co-inventor of GravityLight and Technical Director of Deciwatt said:

"We are honoured to win the HIF challenge to develop latrine lighting in emergencies. It is exciting to be able to develop and extend the principles of GravityLight to a larger scale solution that has the potential to make daily life safer for millions of people in emergency camps.

We are looking forward to working with the HIF to develop our concept further and rigorously field test it to meet users' needs and ensure its scalability and longevity in a range of environments."

View Deciwatt's website to find out more about the GravityLight technology: www.deciwatt.org



We are looking forward to working with the Humanitarian Innovation Fund to develop our concept further and rigorously field test it to meet users' needs and ensure its scalability and longevity in a range of environments."

1b. Solar Street Lights

Proposed by DEEM Control Inc, the system consists of a modified commercially available 5m solar street light pole, with a solar panel, LED light, energy controller and a battery. During the day, the solar panel generates electrical energy which is then stored in a battery. A controller prevents battery overload and ensures discharge is at a safe level. The LED system has a lifespan of over 50,000 hours. No human intervention is needed to provide light: There aren't motion sensors or an on-off switch, making it resistant to human error, vandalism and interference.

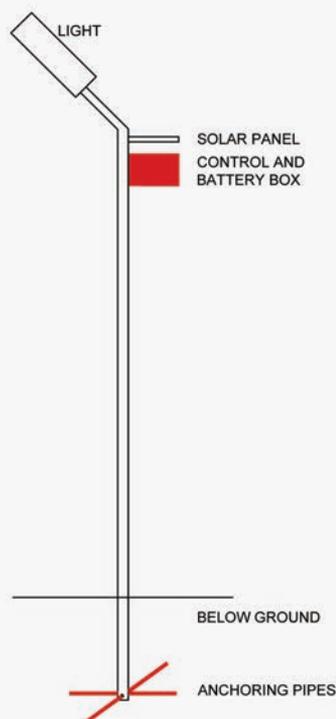
To deter components being stolen, the battery box will be placed high up off the ground and the lighting pole will be protected and stand at 2 meters above ground; two pieces of steel will be attached to the bottom of the pole to form a cross, preventing the pole from being pulled out of the ground.

This solution, based on widely available technologies can be produced at a very competitive price, with each system (8 latrines) costing around US\$133.

Josef R Mankowski from DEEM Control Inc, who designed the solution said, "I was delighted when I learned that my solution had won the HIF's latrine lighting prize. I am very interested to collaborate with the HIF further to ensure our solar powered lights can be successfully adapted for use in humanitarian settings to provide greater safety and comfort to vulnerable populations."

View DEEM Controls' website to find out more about their technology: www.deemencoders.org

The two solutions, one an incremental application of existing technologies, the other a more ambitious exploration of a new technology, share the prize of US\$20,000 between them. Both solvers are now in discussions with the HIF about how prototypes can be developed for testing in the field.



Innovating Emergency WASH



In addition to running open prize competitions, the HIF is also seeking to address more complex and multifaceted challenges through a series of workshops that convene diverse sector specialists and broker new R&D partnerships. Two challenges were run through 2014, one focusing on the need for appropriate household level sanitation in sudden onset urban emergencies – an issue growing in its urgency as crises increasingly affect vulnerable urban populations. The other challenge focused on the difficulties of encouraging hand washing in emergencies, and looked at a range of both hardware and software options.

The two challenges ran concurrently over two days, with the HIF convening a group of relevant expertise from designers, academics, humanitarian practitioners, and private sector actors to explore the challenge in depth. Of the two areas, the urban sanitation challenge proved more successful, with several proposals subsequently developed, and a handful selected for funding.

The following partnerships have been supported to take their proposal further:



1. Sanitation innovations for humanitarian disasters in urban areas

The other substantial project launched via this challenge process relates to the ongoing need to have sustainable pit latrine options in emergencies, particularly in situations where it is difficult to repeatedly dig new pits as they fill. WASTE Advisers in Urban Environment and Development, working in partnership with the London School of Hygiene and Tropical Medicine (LSHTM); Emergency Sanitation Project (ESP); The Sanitation Window (SAWI); and The Zuiderzeeland Regional Water Authority, have been funded to develop sanitation innovations for humanitarian disasters in urban areas, focused on understanding decomposition and stabilisation in pit latrines.

During emergencies in urban settings, when space is limited for sanitation and the use of facilities is high, latrines fill-up quickly. WASTE, LSHTM and their partners aim to improve access to a safe sanitation system by:

- identifying, developing, and testing effective bio/chemical additives that convert household faecal matter into a harmless and non-smelling product.
- prolonging the lifetime of on-site sanitation technologies by identifying key characteristics in management and microbiological make-up that could slow the filling-up of latrines.

Materials and research outputs that will be produced include:

- Set of requirements for bio/chemical additives to be applied in emergencies.
- Inventory and short-listing of promising bio/chemical additives already existing on the market.
- Protocol to test the application of identified bio/chemical additives.
- Field test report to prove the products' applicability.
- Set of parameters and criteria that define a good performing latrine, and management factors associated with increased decomposition.
- Identification of bacteria, archaea, or enzymes suitable to be explored further as possible bio-additives.

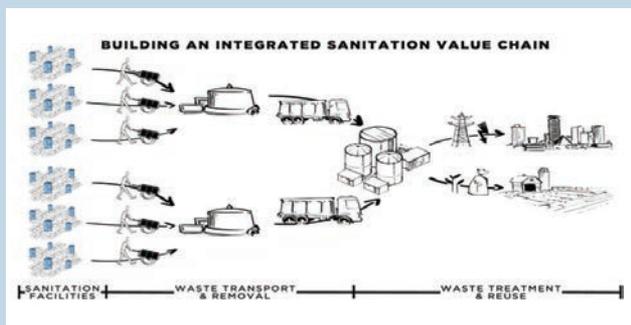




2. Integrating social enterprises into emergency faecal sludge management

GOAL, based in Kenya, and Sanergy, a social enterprise based in Nairobi's slums, are working together to develop suitable sanitation solutions for urban emergencies where both time and space are limited. GOAL and Sanergy will develop a Faecal Sludge Management (FSM) bulk consolidation container that enables bag-based sanitation systems to be easily and safely disposed of in the early stages of an emergency.

The project will also explore the link between humanitarian responders (such as GOAL) and social enterprises (such as Sanergy), with the aim to understand and document possible linkages in emergency responses. The project will also investigate the potential for the gradual handover from humanitarian agencies to social enterprises as a reliable exit strategy if a rapid displacement becomes protracted (as is often the case).

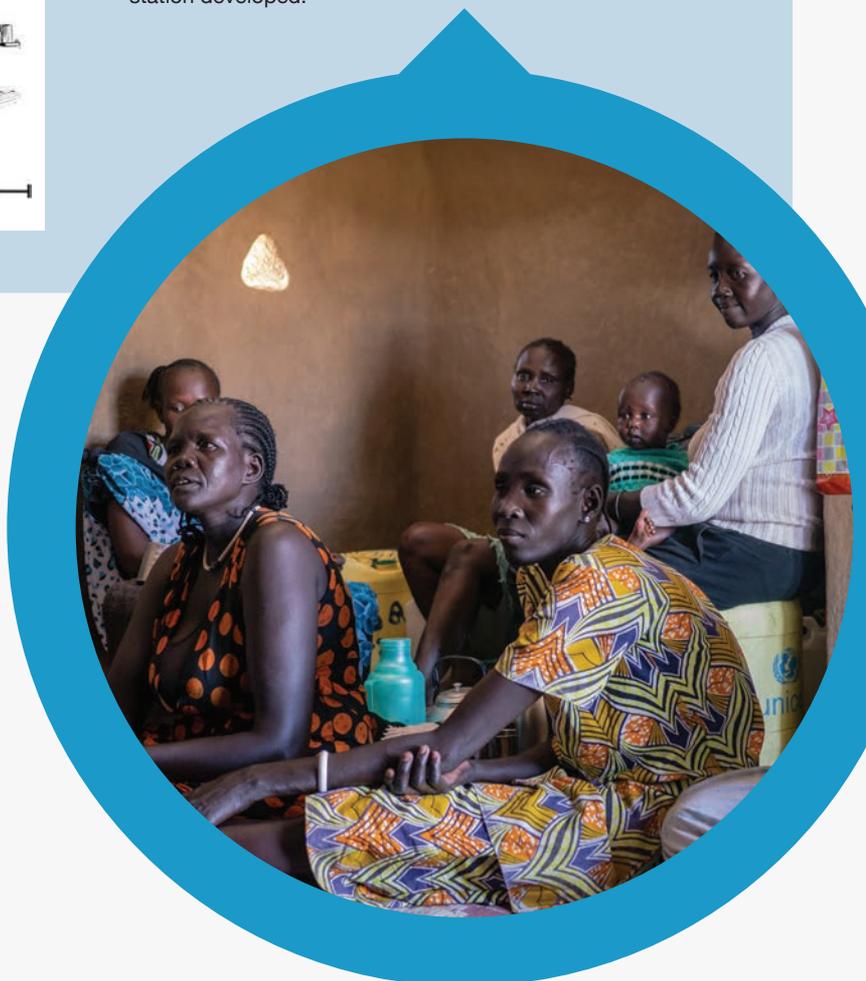


There will doubtless be much learning and many unexpected outcomes from the process and the projects funded, which the HIF will document and share. The HIF will also be holding a discussion on wider issues of community participation in WASH programming that will feed into future challenges. Ultimately, the success of any promising innovations will depend on their ability to get traction in the wider sector based on evidence of their performance. To enable this, it is essential the HIF shares the process through which these innovations are identified and developed. As these challenges evolve, the HIF will continue to learn and refine the process using these challenges as a test bed for how we can improve and expand our work to manage innovation in humanitarian settings.



For there to be an opportunity for social enterprise engagement in such settings, there has to be a viable business model through which revenue can be generated via the provision of emergency sanitation. By the end of the project, the partnership hopes to have achieved the following:

- Practitioner networks and preparedness plans developed.
- Incentive options for households during early stage of emergencies developed through practitioner networks.
- Rapidly deployable bulk consolidation container developed.
- Standards and guidelines for hygienic use of transfer station developed.



Innovation uncapped



The HIF interviewed **Caetano Dorea, Assistant Professor at Université Laval in Quebec City, Canada.**

The HIF is keen to encourage a learning culture in the humanitarian system. Highlighting projects' successes and failures can help projects to adapt but also benefit future initiatives by strengthening the humanitarian evidence base.

Wanting to explore a project's experience of adapting an existing innovation to work effectively within a humanitarian setting, the HIF interviewed Caetano Dorea, Assistant Professor at Université Laval in Quebec City, Canada. Université Laval was awarded a HIF large grant in September 2012 to develop a novel fit-for-purpose emergency water treatment system.

? Why was this project needed?

Back in 2003 discussions began around the need to overcome limitations of emergency water treatment kits that were available. I was in touch with several relief agencies who communicated that current water purification systems weren't "fit for purpose": In other words, water purity could be achieved but not in the quantities needed to

meet affected populations' needs during humanitarian crises. In many cases, emergency water supply interventions serve the dual purpose of hydration and hygiene. For the latter, which is just as important in order to prevent diarrhoeal diseases, it is the amount of water produced that becomes important. The key is not compromise quantity for extreme water purity.

? What was the proposed solution?

Inclined plate settling is not a new technology in the drinking water treatment world – it is commonly used as a treatment stage in non-humanitarian settings. The innovative part of this project was to adapt this technology for use during disasters to meet the humanitarian water standards set by SPHERE, thereby overcoming limitations of current systems. Inclined plate settlers are unlike most other emergency water treatment kits as they don't rely on filtration: instead, waterborne particles are conditioned then settled by gravity after which the "clarified" water is chlorinated. The untreated source water often has high levels of turbidity, which means there are many particles in the water – also what makes water cloudy. These particles often block filters, which disrupts

the purification process and thus reduces the amount of water that can be produced. Plate settling on the other hand allows for a continuous process - the minute particles are "clumped" together with use of a commonly used chemical in water treatment (i.e. alum). These bigger and heavier "flocs" then settle by gravity to the bottom of the unit, allowing for relatively larger quantities of water to be processed and disinfected. Another positive of plate settling, is that the inclined plates allow for larger quantities of water to be cleaned within a very small footprint compared to other systems. This smaller footprint allows for greater portability – one system can fit on the back of a pickup truck, which can often operate across a variety of terrains so that water can be treated at sites where it is most needed.

? How successful has the plate-settler been?

We built the methodology in order for our results to show whether they met SPHERE's humanitarian water supply objectives, namely:

- 1) In terms of water quality, to produce water with a turbidity of less than 5 NTU;
- 2) Leave a free chlorine residual of at least 0.5 mg/L at the point of consumption. To this end, the turbidity reduction offered by the plate settler should also help attain an adequate residual level;
- 3) As for water quantity, we designed the system to produce up to 6 m³/hr of clean water. If we consider an 8 hour working day supplying each person with 20 L (i.e. the minimum SPHERE recommendation), our system would be able to cater for about 2,400 beneficiaries.

Based on test so far, the good news is our results do meet the standards!

Unfortunately we haven't been able to test the system in a humanitarian crisis as originally planned. Last year, we considered sending it to the Philippines with our partner Oxfam, but this proved to be unfeasible due to logistical constraints.

One plan is to test the system in India during a mass religious pilgrimage. Although not a humanitarian crisis, several factors are similar, such as large amounts of people in confined space. We think that this could provide a good first testing ground with the advantage of foresight and planning – two factors that often lacking when testing innovations in emergencies.

? Who did you partner with and what challenges did you encounter?

We partnered with Oxfam and an Indian manufacturer, Aquaplus (now under the name EASOL). From the outset I wanted to work with partners capable of taking the project further and Aquaplus are active in the emergency relief market and can make systems at scale.

Oxfam were partners but also “clients.” Ultimately Oxfam will be the users, so it worked very well having their practical advice as to how the system would need to work in the field. Aquaplus are able to keep the

manufacturing costs low and have the capacity to sell it. The hope is that we already have the partners involved to follow this project through to manufacturing and selling to end users at scale. One potential challenge was differing time scales and priorities. NGOs understandably want to test and potentially adopt new innovations quickly. Universities rarely can operate within similar time frames. However, due to the strength and length of the partnership, we were up front with these constraints from the beginning, which helped to manage each other’s expectations.



? How have you approached the question of evidence during the project?

All of our testing was aligned to meet SPHERE water quality recommendations and results so far indicate that we have met them. We are also able to compare its performance compared to filtration systems. In comparable turbid (i.e. cloudy) source waters, the filtered water quality quickly

deteriorates. This would normally mean the unit needs to be taken out of service to be cleaned before being put back online. Whereas, with the inclined plate settler, the water quality starts off slightly worse, but with time it improves and stabilises. The inclined plate settler can run

for several hours before it needs servicing. The robustness and stability of the treated water quality are characteristics one should look for in an emergency water treatment system. Although we’re yet to test in a humanitarian setting, most testing conducted in India was done in simulated field condition where the water quality was varied, giving us confidence that the positive results will be reproduced once the system gets deployed.

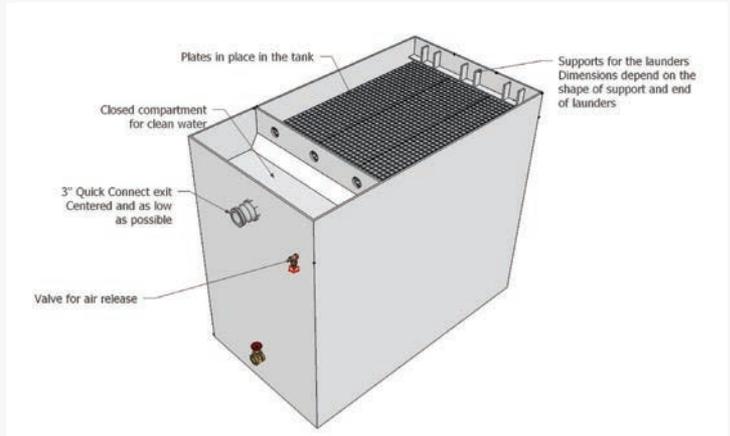
Another indication of its potential came from two WEDC conferences – academics and NGOs working in the global WASH sector were very interested in the technology.



? Now that the product has been tested – what happens next?

I intend to continue working with Aquaplus to assist the transfer of research and knowledge into the production and scale up of the product. I think it would be great to see someone replicate our design as this would

endorse its applicability (“imitation is the sincerest form of flattery”)! I’m very keen to get agencies to start using it and help to produce the evidence to answer the vital question ‘where has this been used?’ I’m also aware that the results and system needs to be de-coded from academic research into practical guides for aid workers. I would like to produce a practical video in a field setting to show how simple and effective it is and contribute to trade journals and magazines in order to encourage the knowledge transfer, and diffusion of the plate settler.

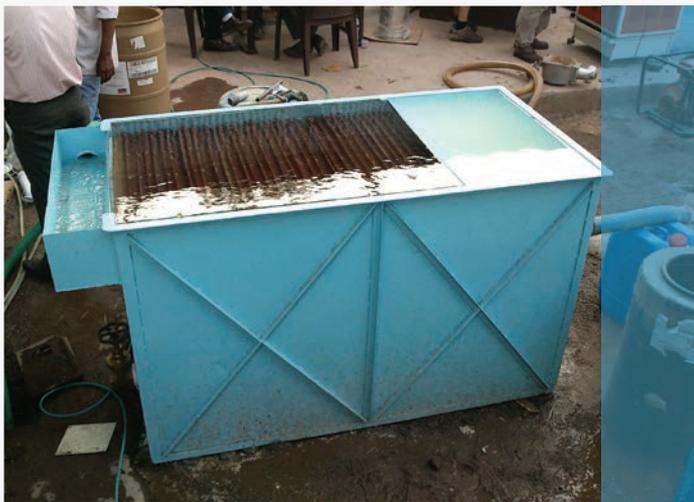


? How did the HIF support Université Laval through the innovation process, and how could this be improved in future?

The HIF’s ability to see innovation on a broader scale – and realise a gap in the market - enabled us to get the crucial funding other donors wouldn’t give. I think the HIF’s funding criteria is well grounded: they encourage consortium proposals (something inherent in its mother organisation ELRHA) and advocate for the end user always to be involved

from the off – I think this guidance helps ensure HIF’s projects are focused on addressing a humanitarian need.

Universities can have great ideas in the a lab setting but often lack access or knowledge of humanitarian field settings; the HIF encourages research centres to validate their ideas by having solid partners to help build an effective, culturally appropriate plan to test in the field. I like the HIF’s hands-off approach. We were always in close consultation but when we met certain challenges the HIF gave us the space to adapt and take risks in order for the innovation to improve.





The Next Challenge: Lean Innovation Portfolios

“investors in innovation are looking for ways to do more than manage their portfolios as a collection of individual projects.”

Dan McClure, ThoughtWorks

dmcclure@thoughtworks.com

My job provides the luxury of seeing innovation practices evolve across both commercial and social domains. Big changes are afoot.

The last six months has seen a surge in interest around more sophisticated models of portfolio management. With increased recognition that it is not enough to simply execute one pilot program after another, investors in innovation are looking for ways to do more than manage their portfolios as a collection of individual projects.

Going under the name Lean Portfolio Management or Lean PMOs, these emerging practices look at how investors can focus investments on the highest areas of value and then lead programs through the long and often rocky journey to success at scale.

It is an area ripe for exploration in the humanitarian sector. HIF, with its diverse portfolio of innovations, seems particularly well positioned to advance this conversation. There is a lot to do. In my recent work with a range of innovation leaders, three challenges stand out as persistent stumbling blocks.

The Toolkit

The toolkit has broad utility. To give you a flavour, some examples of tools that we have included are:

1. Problem Definition – to open a problem up by examining it from a number of angles
2. Fast Idea Generator – to quickly generate lots of ideas by looking at a problem or opportunity from a range of perspectives
3. Personas – to draw together typical characteristics of the people you are trying to help with your work

Business Model Canvas – to help develop a clear and sustainable plan on how to grow ideas into something bigger. It is not a definitive guide to innovation; instead the tools represent a creative jumping off point for people seeking to learn about applying or improving innovative processes to achieve both incremental improvements in performance and transformational change.

1. Value Driven Journey

Traditional portfolio management tends to treat projects as a set of black boxes. Each project is evaluated individually with gates set up for approval and acceptance. This is fine for well defined pieces of work. However, the fragmented black box approach makes it difficult to evolve complex innovation over time and respond to the complex environments where real innovation occurs.

Lean Portfolio Management is founded on a different perspective. Portfolio leaders, many of whom have long thought in terms of concrete deliverables, are now asked to frame work and prioritize it in terms of the value created from an innovation. This may seem to be parsing words, but prioritizing “where we want to go” rather than “what we want to build” ends up being fairly radical shift for most organizations.

It's an important change. As portfolios grow, investors find it ever more challenging to align investments with the highest value work. Further, as innovations evolve, they need a steady end point to support pivots in direction and keep the program mission clear in the face of messy real life complexity. A value based goal provides that.

2. Mentors for the Journey

Increasingly, investors in innovation realize that they need more than just Pilot programs in their portfolios.

3. Insights for the Journey

This moves toward an increasingly activist approach to Portfolio ownership. The leader is moving from curation to active engagement. It's not a place to work in the dark, but for the most part innovators still have little formal cross cutting material regarding what has worked and what hasn't.

We are still largely blind to the big patterns of innovation's success and failure. There is a quickly growing need for organized insights that are broader and more consistent than isolated case studies.

1) Contextual Data: What are the features of the innovation environment? Do authority structures exist? Is there conflict? What are the current living conditions? What's the educational level?

2) Data About The Idea: What type of solution is it? What technology? What social change model? What ecosystem change?

3) Approach Data: How was the innovation developed and tested? Locally generated idea? Small scale pilot? Rapid pivots or fixed project plan?

4) Results Data: How did the innovation fare? Where did it fail? How did the team respond? What failures were systemic? Which was bad luck?

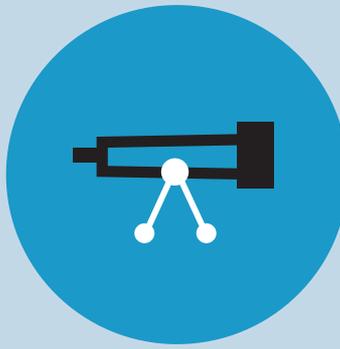
An Opportunity for Innovation's Leaders

In just the last few years the Humanitarian Sector has advanced its work in innovation to the point where it must confront these more complex leadership challenges. While individual insurgents can drive pilots, delivering this next stage of foundational work in Innovation Management will require a broader perspective. There's hard work ahead, but the HIF and others with vibrant, diverse portfolios are ideally positioned to step up.



There's hard work ahead, but HIF and others with vibrant, diverse portfolios are ideally positioned to step up.





Nesta's Theo Keane, Senior Programme Manager for Innovation Skills, explains how their innovation toolkit can help humanitarian actors to innovate.

Demystifying the process of innovation

The Development Impact & You (DIY) toolkit is a collection of 30 practical tools for social innovation that are designed specifically for people working in the aid sector. Since launching in March 2014 it has received 250,000 views and 25,000 downloads from over 185 countries worldwide. For thousands of aid practitioners keen to innovate but struggling to bring about change inside and outside their organisations, the toolkit has clearly struck a chord. We're now continuing to work with innovators, such as those supported by the HIF, to document and share their experiences using these tools in the real world.

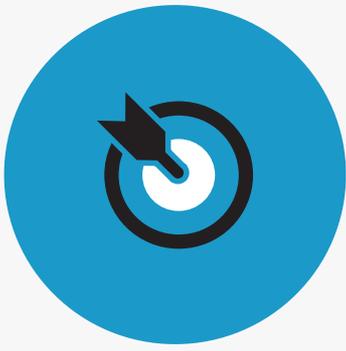


The Toolkit

The toolkit has broad utility. To give you a flavour, some examples of tools that we have included are:

1. Problem Definition – to open a problem up by examining it from a number of angles
2. Fast Idea Generator – to quickly generate lots of ideas by looking at a problem or opportunity from a range of perspectives
3. Personas – to draw together typical characteristics of the people you are trying to help with your work
4. Business Model Canvas – to help develop a clear and sustainable plan on how to grow ideas into something bigger.

It is not a definitive guide to innovation; instead the tools represent a creative jumping off point for people seeking to learn about applying or improving innovative processes to achieve both incremental improvements in performance and transformational change.



Background

Nesta and the Rockefeller Foundation share an agenda to improve society through innovation. A key component of this work is to spread tried and tested tools and methods that work, so that innovation becomes more intentional and less of a happy accident.

The need for intentionality is particularly acute in the humanitarian sector. To help crises-affected people around the world, humanitarian NGOs must design and implement innovative responses to strengthen an aid system that is under increasing strain.

Yet for many organisations, innovation represents a mysterious process that doesn't reflect the complexity of challenges on the ground.

Why are we doing this?

The DIY toolkit aims to demystify the innovation process and help individuals and organisations to be more effective in their work. It brings the most practical, easy-to-use and proven tools to do this together in one place.

To reach this point, we've tested the tools across a wide range of contexts and situations around the world to understand what practitioners really need, and how innovation tools can be most effectively applied in diverse development scenarios.

What are we doing now?

The toolkit will only get stronger over time with continued testing and iteration. We've been working closely with a number of international organisations, most notably the UNDP, to use the tools where they are most needed.

We have found the toolkit to be particularly useful when working with multi-stakeholder groups, and have applied sequences of tools to project planning, design and re-engineering sessions. One format we have tested and refined is to crowdsource live project challenges or opportunities from workshop participants, and to then work through pertinent issues to find 'just-in-time' solutions.

A snapshot:

1. UNDP Europe & CIS

We spent a week on the road in Moldova, Georgia and Armenia delivering three one-day workshops with UNDP and partner agencies. We helped them to unpack live project issues – from increasing civic activism at local and national levels, to designing audio textbooks for children with visual impairments – and to apply a number of idea generation tools to find new ways of tackling these challenges and opportunities.

2. DfID India

Commissioned by DfID India, we are leading a series of convened innovation workshops focusing on the co-creation of solutions to pressing development challenges in India by multilateral agencies (including DfID, GIZ, UNDP, British Council, World Bank and others).

3. UNDP & UNHCR Innovation Jam in response to the Syrian crisis

We are supporting the UNDP Sub-regional Response Facility in Jordan to design and implement innovative solutions to address the growing difficulties faced by Syrian refugees and their host communities. The intended outcome is to unearth ideas that can accelerate responses to the crisis in Syria and its neighbouring countries.

The Future

The DIY Toolkit is fast becoming one of the humanitarian and development sector's leading innovation resources as more actors seek to ground their efforts to innovate with tried and tested tools.

But tools can only go so far to ingrain the innovative practices and methods that will bring about the systemic change we want to see. Over the next year we hope to build on the early appetite and positive response the toolkit has received. We have plans in the pipeline to build an online educational offer that will take innovation learning to scale.

In Summary

We have been greatly encouraged by the response to the DIY toolkit so far. The commitment of the people we have had the privilege to meet and work with has been inspiring. Central to this is the need to build networks between those seeking to support innovation, such as the HIF, in order to disseminate and document the use of the DIY toolkit. It will be exciting then to see cases of use emerging. We have strong grounds for believing that the next phase of our work will enhance and expand our contribution to innovation in the development and humanitarian sector.



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