



Progress Report 2015



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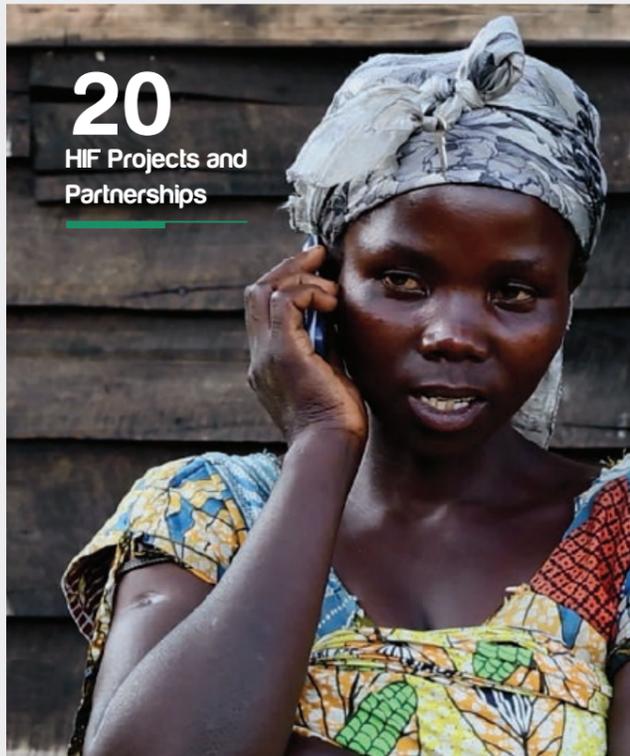
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Introductions



Ben Ramalingam
*Leader, Digital & Technology Cluster
 Institute of Development Studies
 HIF Board Chair*

Looking across different industries, it is becoming clear that just as specific innovations diffuse in dynamic ways across networks of practitioners, so too does the very idea of innovation. Over the past decade in the humanitarian sector we can observe the concepts and practices of innovation slowly gathering momentum, moving from something talked about within a select group to a set of approaches being trialled, shared and discussed across a growing network of early adopters. Today we can see many humanitarian organisations setting up innovation units, growing numbers of initiatives and labs to develop new ideas to address longstanding challenges, and at the global policy level, the World Humanitarian Summit establishing innovation as one of its core themes. It seems fair to say that we are heading toward a tipping point where the very notion of innovation gets more widespread acceptance and engagement.

This growing maturity is clearly evident in the annual 2015 HIF Progress Report. A collation of the experiences and lessons from a tremendously successful year for this landmark fund supporting innovation in humanitarian action, throughout the report we can see illustrations and ideas that should take their place at the heart of the growing innovation movement. In Kim Scriven's detailed exposition of Innovation Management Principles, entitled 'Linking Principles and Practice', based on a cross-sector dialogue convened by the HIF secretariat early this year, we can see the groundwork for a more disciplined and systemic approach to innovation which is urgently needed. In the number of innovations that are 'open' – with 100% of our grants going to consortia of organisations in the last period – we can clearly see the value of collaboration in our work. And last but not least, in the breadth of grants, from ICTs to nutrition and disaster risk reduction to health, we can see innovation as an idea that is truly cross-sectoral in its reach.

There is of course much more work to do for the promise of innovation to be fully realised. But collectively the humanitarian innovation movement has picked up a good headwind over the last few years. Let's see where it takes us!



Jessica Camburn
ELRHA Director

2015 marks the fifth year of the Humanitarian Innovation Fund (HIF) in operation. Since its launch, the HIF has built unique expertise in the management and support of innovation projects at different stages and in diverse humanitarian sectors.

This year we have seen the uptake of HIF-supported innovations at a greater scale, with several innovations being independently deployed to new humanitarian responses. For instance, Translators without Borders' implemented their crisis-relief translation service during the Ebola crisis and Motivation's emergency wheelchairs were utilised during the Nepal earthquake. Other innovations have been transforming the way the humanitarian system coordinates, such as UN OCHA's Humanitarian Data Exchange, while others are moving to scale and reaching millions, for instance WFP's food security electronic surveys.

Further, with our growing project portfolio, we have a rich learning resource that we are making available to the wider community. This year ELRHA has collaborated with ALNAP to produce a series of innovation case studies that take an in-depth look at HIF-funded projects. We have also worked with our project partners and the wider innovation sector to generate a set of Innovation Management Principles for use in humanitarian programming.

However, despite this success there remain broad environmental and structural challenges that prevent innovations from thriving in the humanitarian system. In the run-up to the World Humanitarian Summit next year the HIF has been a leading actor working closely with others to address the system level actions that will be needed to deliver that change.

It is my great pleasure to present our 2015 HIF Annual Report: from our projects, to our collective learning about Innovation Management in practice, through to our voice in global policy, it has been a year of action and influence for the HIF!

I hope you enjoy the read.

What is the Humanitarian Innovation Fund?

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:

- 1 Supporting humanitarian innovators to move creative ideas through the innovation process through financing, innovation management and partnership development.
- 2 Assisting innovators to build new partnerships with key actors from the academic, humanitarian and private sectors.
- 3 Leading the humanitarian system's innovation management efforts by capturing and sharing lessons learned (whether successful or not), guidance and tools for innovation management.
- 4 Engaging with a wide range of stakeholders working on humanitarian innovation to influence how the system seeks to innovate.

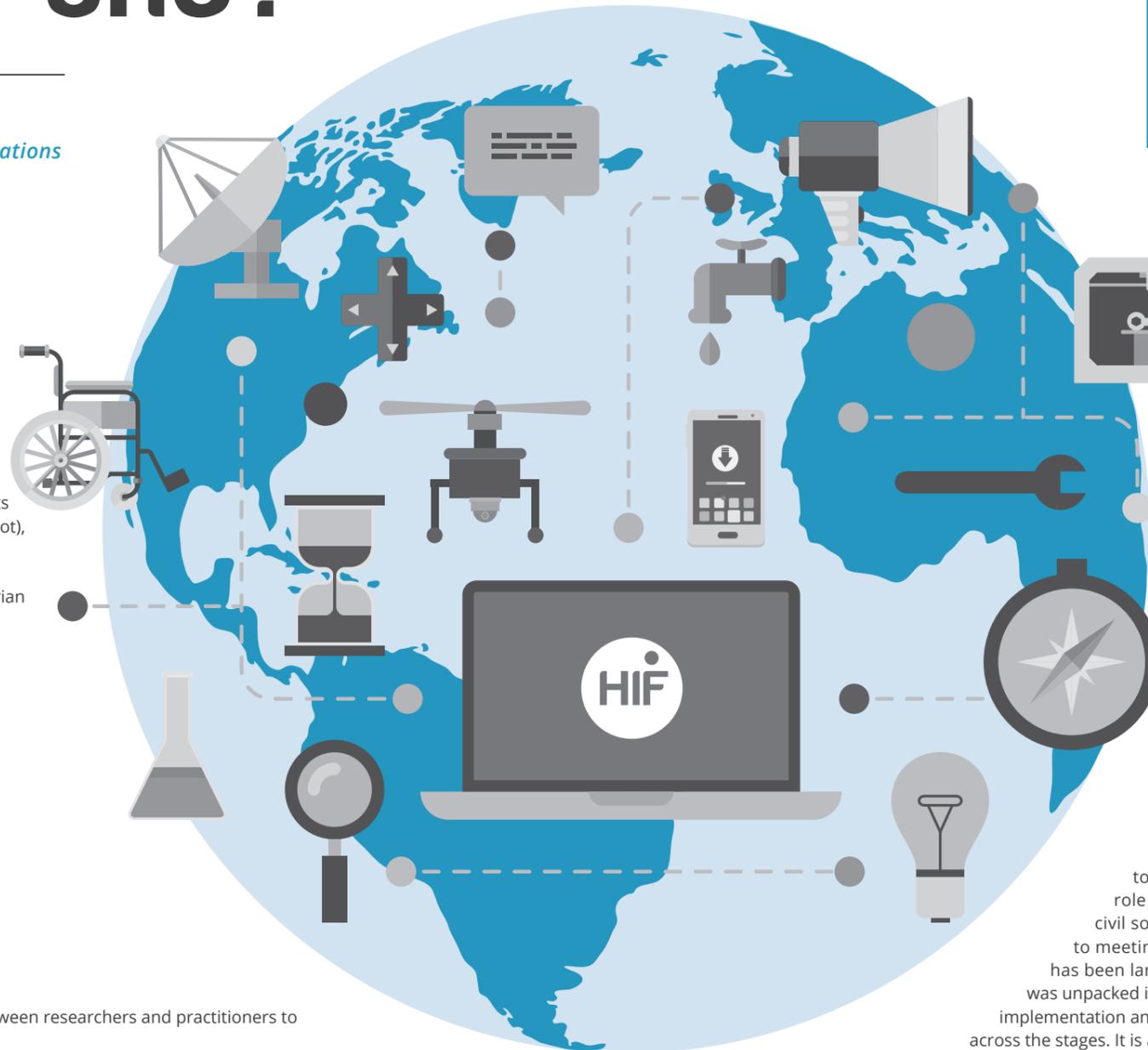
Innovation is often compared to evolution: a dynamic process of improvement and adaptation which strengthens organisations' ability to survive and thrive.

Our funders and executive body

The HIF is one of ELRHA's programmes. ELRHA supports partnerships between researchers and practitioners to improve the effectiveness of humanitarian action.

ELRHA works in partnership with the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) to capture and share learning around innovation supported by the HIF.

Funded by the UK Department for International Development (DFID) and the Swedish International Development Agency (SIDA), the HIF has been operational since early 2011.



What do we mean by humanitarian aid?

The nature of, and approach to, humanitarian response is changing as crises evolve and become more complex. In order to shape the boundaries of what we will fund, the HIF is guided by 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:

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

What do we mean by innovation?

Innovation is the process of creative problem-solving. In other words, it is about individuals and organisations working together to find new solutions to existing and emerging problems. Over recent years discussions about the role of innovation in humanitarian response have been on the rise, as the UN, civil society, governments, businesses and military actors explore different routes to meeting the needs of crisis-affected people. The HIF's own approach to innovation has been largely informed by ALNAP's study in 2009 in which the process of innovation was unpacked in stages from problem recognition, through to solution invention, development, implementation and diffusion. This is not a linear process and necessarily involves feedback loops across the stages. It is also important for us that innovation engages crisis-affected communities throughout the process itself, and not just as beneficiaries of the final solution.

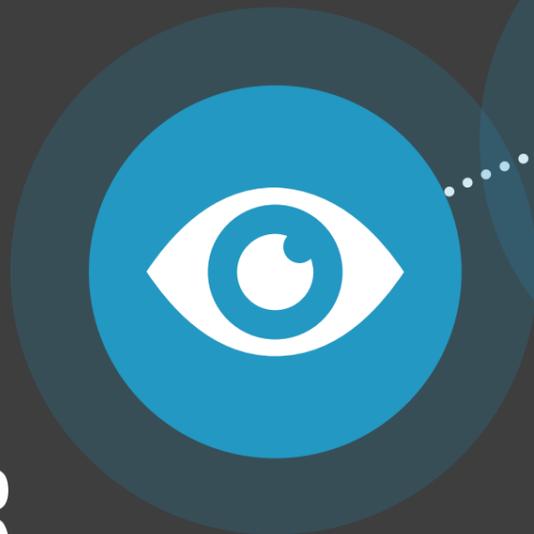
How We Support Innovation

Core Grants

Grants awarded by the HIF focus on the five stages in the innovation 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.

Recognise

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



Invent

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



Develop

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.



Implement

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.



Diffuse

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



Thematic Challenge Funds

Gender Based Violence (GBV)

In 2015 the HIF launched an ambitious new thematic challenge fund focusing on GBV in emergencies, investigating approaches and efforts to mitigate risks and respond to challenges. The aim of this programme is to use targeted resources and partnership brokering to create innovative approaches to tackling GBV challenges. We are currently exploring the specific problem areas of GBV programming, building on a broad spectrum of opinions to form a solid baseline for future targeted challenges and funding. This work is supported by an Advisory Board composed of international GBV experts who have solid connections with leading GBV networks. To unlock additional opportunities for innovation, we have opened the initiative to non-traditional humanitarian actors to see how innovative partnerships can lead to ambitious projects for the HIF to support.



Emergency Water, Sanitation and Hygiene (WASH)

Since 2013 the HIF has been running a thematic challenge fund focusing on Water, Sanitation and Hygiene in humanitarian emergencies. The first step taken was to conduct an extensive gap analysis to identify the most important and pressing innovation needs in emergency WASH. Since then a number of these complex problems have been further explored to identify exactly what is needed to improve the situation. We have learnt that the innovations needed range from technology development, and more efficient delivery models, to stronger knowledge products such as decision-making guidelines and toolkits. Each of these innovation areas calls for a different kind of challenge process: ranging from research and codification, and open design competitions, to creative workshops and focused partnership brokering. At the HIF we design, facilitate and fund these challenges, collaborating closely with humanitarian agencies, research institutes, and increasingly the private sector to stimulate innovation.



Linking Principles and Practice:

Developing Shared Guidance on Innovation Management (IM)

Kim Scriven, Humanitarian Innovation Fund Manager, ELRHA

As 2015 draws to a close, the HIF is completing its fifth year of support to innovations aimed at improving humanitarian aid.

During this time we have built a rich portfolio of projects and developed a range of approaches to offer support for innovative ideas. Collectively the sector has seen a growth in the investment and interest in innovation across the humanitarian system. In this context, it is becoming increasingly important to find ways to capture and share what the HIF and others are learning about the nature of humanitarian innovation - an area of practice that in many ways is still in its infancy.

As the demand grows for evidence-based approaches to innovation management highlighting what works in practice, it is no surprise that there is interest in documenting and sharing learning and good practice around innovation.

This was recognised during the consultations in the run up to the World Humanitarian Summit in 2016, where innovation has been a central theme. Discussions have focused on the necessity of building a humanitarian system capable of working collectively for innovation and transformation, as well as the need to understand how innovation happens in order to foster ethical, effective innovation across the humanitarian community.

"The HIF has partnered with over 60 agencies working to innovate and improve humanitarian assistance. Through the WHS consultation process we have been able to capture and share the knowledge and experience around what it takes to effectively manage innovation in emergencies."

The HIF has been active throughout these discussions. With an increasingly diverse and strong portfolio of projects to draw on - many of which are now leading to tangible and widespread improvements in practice - we are well placed to begin to capture and share what good innovation management looks like in humanitarian settings.

Working with partners, the HIF has identified a critical need to develop guidance on Innovation Management for the humanitarian system to help responders improve the assistance offered to those affected by crises worldwide. It is envisaged that this work will feed into efforts to improve system-level conditions for innovations, as well as guide practitioners already working to push forward new ideas.

An important initial step to developing such guidance took place in June 2015, during the HIF event *Managing Innovations in Emergencies: Linking Principles to Practice*, supported by the World Humanitarian Summit. The HIF convened leading practitioners and policy makers to share and build on their experiences of managing innovation projects.

A key outcome of this has been the development of a set of principles for humanitarian Innovation Management. During the event these were developed and tested against real world examples from participants, and through a process of structured iteration a set of collective Critical Success Factors were developed for each.

The following seven principles are an initial attempt to represent a collective view of this emerging area, based on the experience of those seeking to drive innovation, whether from headquarters or at the field level. They aim to provide the first step in articulating meaningful guidance to manage innovation in emergencies and are intended to be iterative, responding to the dynamic and uncertain nature of innovation. They are underpinned by the need to uphold humanitarian principles, and to develop a specific ethical framework when innovation involves research that directly engages with affected communities.

Given the specific challenges and dynamics of innovation at different stages in their development, the more detailed set of Critical Success Factors for each principle reflect the key elements necessary to guide innovations through the basic stages of the innovation process: invention, testing and scaling. The resulting principles are necessarily emergent and evolving as we continue to learn and reflect on practical experiences from our projects and beyond.



Credit: AIDMI



IM Principles: Critical Success Factors

	 Design with and for end-users	 Collaborate strategically	 Remain problem focused, and develop targeted solutions	 Prioritise the flexibility to test, learn and iterate solutions	 Rapidly build evidence, sharing what works and what doesn't	 Employ a systems approach, understanding the environment and its effect	 Build business models for sustainability at scale
Invent	<ul style="list-style-type: none"> Personalise innovation through user stories Encourage participatory engagement Build and engage platforms to solicit collaboration 	<ul style="list-style-type: none"> Reuse, don't reinvent Share goals but recognise diverse motivations Define terms early on 	<ul style="list-style-type: none"> Clearly identify problems Be data driven Present emerging findings Get feedback 	<ul style="list-style-type: none"> Share data across organisations Encourage an environment of risk taking and iterative learning Exploit 'white spaces' to maintain flexibility 	<ul style="list-style-type: none"> Start evidence collection in the early stages Identify independent research partners early on Build a culture that recognises the importance of evidence 	<ul style="list-style-type: none"> Find diverse allies to help solve problems Map existing solutions and their progress Reframe problems for shared clarity Put information into the public domain 	<ul style="list-style-type: none"> Consider cost analysis upfront Have your 'end game' in mind Be prepared for the unexpected
Test	<ul style="list-style-type: none"> Let go of assumptions about users Communicate new ideas to users Leverage the agility of small organisations and the influence of large ones 	<ul style="list-style-type: none"> Create different partner incentives for buy-in Map ecosystems before testing Build relationships that encourage objective evidence 	<ul style="list-style-type: none"> Establish diverse feedback loops Manage stakeholder expectations of results Be responsive to emerging evidence 	<ul style="list-style-type: none"> Think about IP management Formalise collaborations between agencies, suppliers, and users Build systems for evidence-gathering and rapid learning Identify innovation champions to navigate bureaucracy 	<ul style="list-style-type: none"> Understand the evidence needed to enable scaling Ensure measurable outcomes through collaboration Budget appropriately for monitoring, evaluation, and learning Choose diverse contexts for testing and evaluation 	<ul style="list-style-type: none"> Work with users to define which metrics to test Test to find the breaking point of an innovation Log problems, and keep iterating 	<ul style="list-style-type: none"> Explore different funding streams Understand donor priorities Be prepared to adapt to donor needs Use testing to create buy-in across networks
Scale	<ul style="list-style-type: none"> Continue to engage stakeholders Be flexible and make appropriate changes 	<ul style="list-style-type: none"> Recognise the need for different skill sets Cultivate innovation champions at multiple levels Secure investment for sustainability 	<ul style="list-style-type: none"> Build on the evidence you have Collaborate strategically for dissemination Creatively explore new business models 	<ul style="list-style-type: none"> Use narratives to embed learning Manage expectations around time frames and impact Revisit needs and be ready to iteratively adapt Use independent testing and standards to build credibility 	<ul style="list-style-type: none"> Make evidence-sharing easy and open Teach practitioners to translate evidence into action Tailor evidence to stakeholder needs 	<ul style="list-style-type: none"> Explore different business models Understand the goal of scale-up activities Be open to different growth opportunities Involve risk-taking partners 	<ul style="list-style-type: none"> Draw on champions to help gain investment Be prepared to cut an idea down to its core elements Understand future development costs Learn to let go

IM Principles



Design with and for end-users

The central role of end-users, particularly affected communities, is fundamental to successful innovation. The involvement of end-users and other stakeholders in the design, development and delivery of new products and services is pivotal in ensuring they are relevant and appropriate. A key challenge for humanitarian innovators is to find creative and meaningful ways to include the views of end-users, particularly affected populations, but also field workers or other organisations.



In Practice: Motivation's Emergency Wheelchair Project

In designing wheelchairs specifically for people living in disaster contexts, Motivation worked with partners in the field to get detailed input from users throughout prototyping, development and testing. With the wheelchairs now deployed in Nepal and elsewhere, feedback continues to be gathered.¹



Collaborate strategically

Collaboration isn't easy, and consumes time and resources – it's about persuading people and negotiating to meet shared goals. Recognising this, it's important to work openly, sharing data and using open licenses wherever possible. At the same time, it's important to be strategic in building relationships, by recognising and prioritising the collaborations that bring together complementary expertise, which are critical to success.



In Practice: GOAL and Sanergy's Emergency Waste Transfer Station

This project has sought to plug a specific gap in the sanitation chain, through strategic collaboration between the social enterprise Sanergy and the NGO GOAL. Both partners have brought specific technical skills and resources to the partnership to ensure the delivery of the product, while observing and recording the potential for a greater role for market-based responses in emergencies.²



Remain problem focused, and develop targeted solutions

Clear problem definition is at the heart of successful innovation, through all stages. Focus on identifying, articulating and meeting needs, monitoring progress and adapting accordingly. Failed innovations are often associated with a lack of focus at the start, or conversely a failure to adapt as evidence and learning suggests a need to change the approach.

In Practice: Save the Children's (StC) Research on Violence to Vulnerable People

StC carried out a comprehensive desk study to clearly understand if widespread violence on women and children due to street gangs and other criminal groups could be analysed as a humanitarian problem. The study produced a report to kick start discussions with humanitarian actors in the region on how to respond effectively. Through this process of successful problem definition, StC in Mexico, Guatemala, Honduras and El Salvador developed targeted strategies to respond to violence in the region.³



Prioritise the flexibility to test, learn and iterate solutions

In the early stages of a new project or initiative, when budgets are low and projects can operate 'under the radar', spaces can emerge for risk-taking and learning. Experience tells us that this will shrink over time, as systems and processes are formalised, and bureaucracies emerge. For innovations to continue to grow it is essential to protect and prioritise the flexibility to continue to learn and adapt innovative ideas.

In Practice: UNHCR Innovation/IKEA Foundation Refugee Housing Unit

This project relied on rapid learning, testing and iteration to improve shelter options for displaced populations. Housing unit prototypes were initially sent to Iraq and Dollo Ado, Ethiopia, for an intensive six-month period of testing by refugee community-members, who reported back on their usability. This process identified some degree of dissatisfaction with specific design aspects of the units, such as lighting and door placement. In response, the Refugee Housing Project has moved to another phase of iteration, incorporating community feedback to refine the shelters further for comfort, durability, ease of assembly, and sustainability using locally-available materials.⁴





Rapidly build evidence, sharing what works and what doesn't

The central role of appropriate, robust evidence has been identified as paramount, particularly given the non-market nature of the humanitarian system, and the broken link between 'users' and 'purchasers'. From the outset of a project there is a need to develop appropriate, rigorous, and actionable evidence in a timely manner, to inform decision making and advocate for uptake and scale. This requires access to specific skills and capacities, realistic but ambitious time frames, and a commitment to sharing results regardless of how positive they are.



In Practice: All India Disaster Mitigation Institute's (AIDMI) Disaster Micro-insurance Project

The potential for insurance to protect those affected by crisis has long been recognised, but there are still relatively few examples of insurance being used to protect the assets of vulnerable communities in the developing world. The Indian NGO AIDMI, working in partnership with Stanford University, recognised the importance of credible evidence in making the case for the extension of insurance to small business owners at risk of a range of hazards. They are working to conduct a Randomised Control Trial of such provisions, in order to advocate to the government and business to make such insurance products more widely available.⁵



Employ a systems approach, understanding the environment and its effect

The contexts in which humanitarian actors work is complex and fast moving. Recognising this, working to embrace such complexity is important for innovators and project teams. In practice, this means seeking to understand the systems in which innovations are emerging, the actors within them, and the nature of the relationships at play. Such 'systems curiosity' is important for navigating the uncertainty and risk inherent to innovation, but requires simple, practical tools to equip project managers.



In Practice: Field Ready's Project to Transform Humanitarian Supply Chains

The immediately striking element of Field Ready's work is the use of existing technology – in particular 3D printers – in emergency contexts. But scratch beneath this, and the organisation's work is driven not by technology but by an understanding of the specific challenges of the systems and structures that get goods and services to those in need during emergencies. This approach, mapping the logistics system and the role of different actors, has led to specific insights about how efficiencies could be created by shrinking the distance between producers and consumers of emergency relief.⁶



Build business models for sustainability at scale

Even after gaining initial success, there are many examples of innovations failing to take the next step and reach scale. There are particular challenges limiting the growth of even the most promising ideas such as developing sustainable business models that can ensure continued growth and evolution of an innovation. This is not just about bringing in additional funding but exploring the full range of business model options available, which may go beyond those that are familiar to humanitarian actors.

In Practice: KnowledgePoint's Knowledge Management Platform

For many working in the non-profit sector, grant funding is the go-to model to develop new ideas and sustain them long term. For some innovations this approach may be appropriate, but with budgets consistently under strain, it is important to explore alternative income generation strategies and business models. In developing a Knowledge Management platform for WASH practitioners, KnowledgePoint initially hoped to supplement grant funding with service fees from member agencies. This proved challenging, and in order to generate income the team had to develop bespoke services, including adapting the platform for use by the WASH Cluster during the Ebola response in West Africa.⁷



Next steps

Taken together, these *seven principles for humanitarian Innovation Management* provide an emerging framework for managing innovation in the complex institutional and operational contexts in which aid agencies seek to bring about change. Building on the experience of practitioners and policy makers aiming to build a more innovative system, they offer practical insights while not ignoring broader systemic challenges.

These principles seek to ensure that valuable resources dedicated to investing in humanitarian innovation have maximum impact, and that successful ideas have the greatest opportunity to grow. Drawing as they do on the experiences of those working with the HIF and beyond, we already have a growing set of examples and cases against which to test their relevance, and this process must continue as we seek to iterate the principles and build more detailed guidance around them.

The next step in this process will be to continue learning and iterate through the in-depth case study process being undertaken by ALNAP and ELRHA on HIF-funded projects, which will provide in-depth empirical exploration of innovation projects to date, and will provide the basis for the development of actionable guidance on Innovation Management, to inform projects across and beyond our portfolio.

At the same time, the HIF is working to ensure these principles inform deliberations at the World Humanitarian Summit and beyond. The operational and systemic challenges relating to international communities' efforts to support humanitarian response are such that a continued process of transformation will be required to keep pace with growing needs. To build the culture and practice needed to foster such innovation we must continue to develop and share credible, grounded principles and guidance on how to innovate and improve the effectiveness of humanitarian aid.

¹ Motivation <http://www.elrha.org/map-location/motivation-increasing-awareness-wheelchairs-in-emergencies/>

² GOAL and Sanergy <http://www.elrha.org/map-location/integrating-social-enterprises-emergency-faecal-sludge-management/>

³ Save the Children <http://www.elrha.org/map-location/understanding-humanitarian-effects-violence-vulnerable-children-women-latin-america-caribbean-lac/>

⁴ UNHCR and IKEA Foundation <http://inhabitat.com/ikeas-solar-powered-flat-pack-refugee-shelters-offer-easily-deployable-emergency-housing/>

⁵ AIDMI <http://www.elrha.org/map-location/innovating-disaster-micro-insurance-local-market-recovery/>

⁶ Field Ready <http://www.elrha.org/map-location/motivation-increasing-awareness-wheelchairs-in-emergencies/>

⁷ Knowledge Point <http://www.elrha.org/map-location/knowledgepoint-life-saving-expertise-across-globe/>

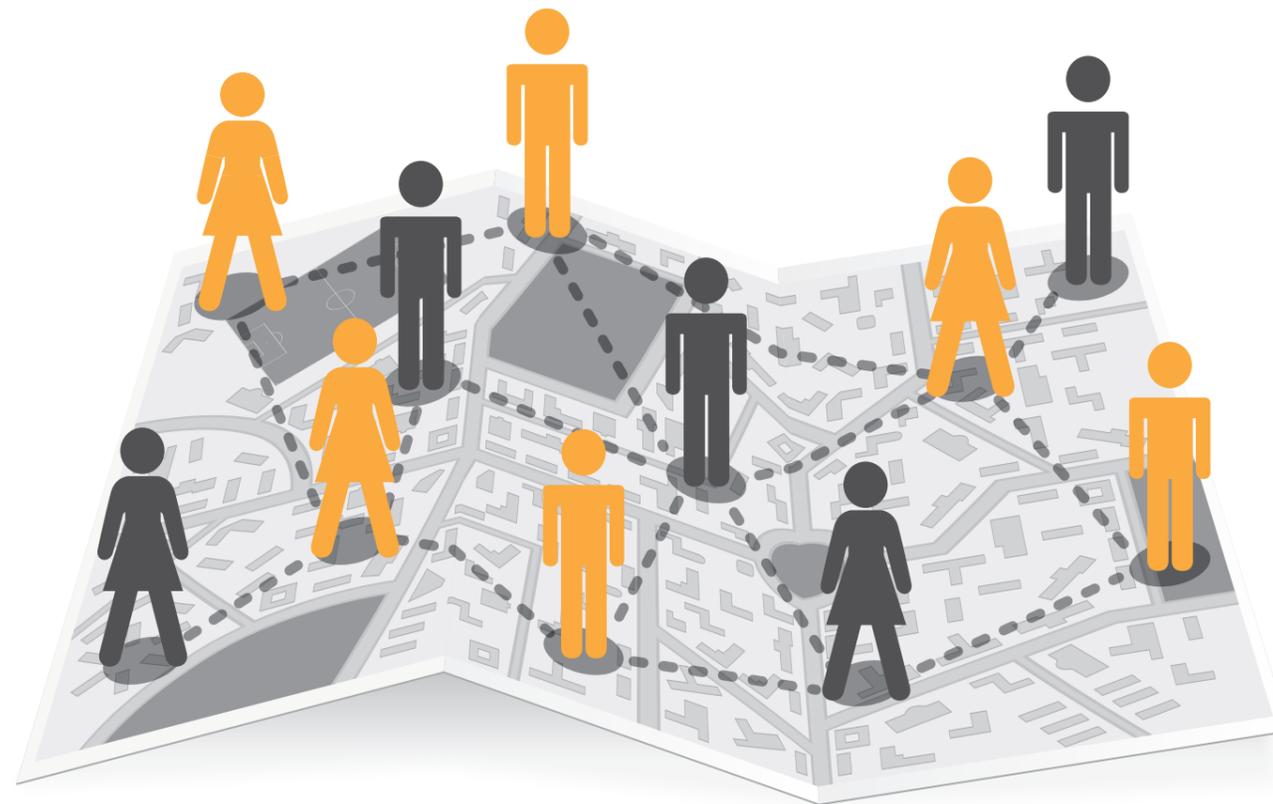
Advancing Innovation Research

Josiah Kaplan, Senior Research Adviser, ELRHA

Since 2011, ELRHA's Humanitarian Innovation Fund has played a central role in fostering what is today a widespread movement across the humanitarian sector aimed at improving innovation.

The rapid rise of innovation as a policy concern for humanitarian agencies has, however, largely outpaced efforts to develop an evidence-base which sufficiently demonstrates the impact of innovation in transforming humanitarian response and improving outcomes for affected people.

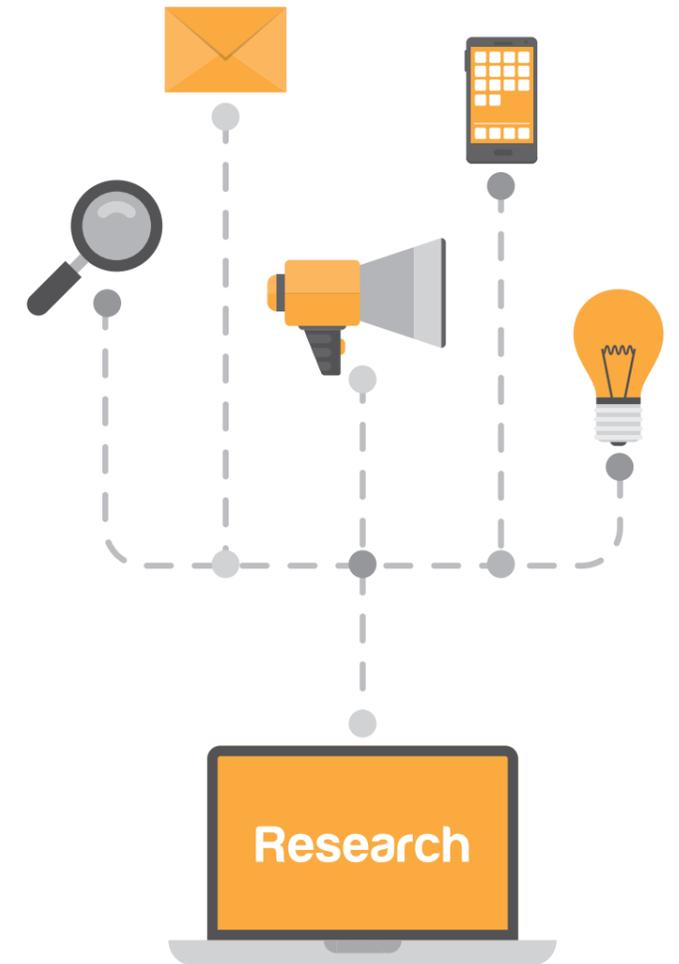
This evidence gap represents an opportunity for the HIF to continue its leadership role around humanitarian innovation, by helping to build sector-wide capacity for quality research on "what works" in the management of innovation for humanitarian contexts. Over the past five years of grant-making, the HIF has developed a unique body of empirical observations, expertise, and insights into the processes and dynamics of humanitarian innovation. This knowledge-base represents an invaluable learning resource for academic, think tank and humanitarian researchers. Collaborations, such as ELRHA and ALNAP's case-study analyses of innovation in humanitarian action drawn from 15 HIF grantees, are already demonstrating this potential for informing wider humanitarian lessons-learning. Moving forward in 2016, the HIF can continue to make vital contributions towards improving humanitarian innovation research in several key priority areas.



Research Design Challenges

First, in seeking to generate sound, robust evidence on humanitarian innovation, researchers routinely face formidable methodological impediments. These include, among others, limited access to field sites and what can be extremely challenging field logistics, a frequent lack of accessible baseline data in the midst of emergencies, and relationships between researchers and humanitarians that are regularly fraught with misunderstandings and differing expectations in terms of research quality, timelines, and outputs. Measuring impact can also be particularly problematic, given that causality - i.e. the degree to which a particular innovation is actually responsible for bringing about an observable change - is extremely difficult to attribute within non-linear, dynamic innovation processes, particularly during complex humanitarian contexts. Further complicating the matter, researchers in humanitarian environments must often contend with a host of thorny ethical dilemmas, particularly in dealing with research subjects who are compromised in their ability to provide meaningful consent.

To overcome these and other methodological challenges, researchers will need to think creatively about how to adapt or devise new methodologies for collecting and analysing data on the impact and efficacy of specific humanitarian innovation projects. Addressing the evidence gap around humanitarian innovation, in short, calls for innovation from the research community itself.



Learning from Local Innovation

Second, in seeking a more evidence-based approach to humanitarian innovation, researchers routinely overlook those closest to crises. Local communities can provide essential insights into the true impact of externally-introduced or co-designed humanitarian innovations and - often just as importantly - represent a valuable source of lessons-learning for identifying innovative new home-grown approaches to humanitarian challenges developed by community members themselves (Kaplan and Omata, 2013). Here, participatory social research methods and ethnography are particularly well-suited for developing the foundations of trust, engagement and access necessary for enabling such research. These approaches also offer the important opportunity to help contribute to local capacity during the research process, which in turn can foster continued data collection and analysis by community members themselves after the research process has concluded.

Systems-level Analysis

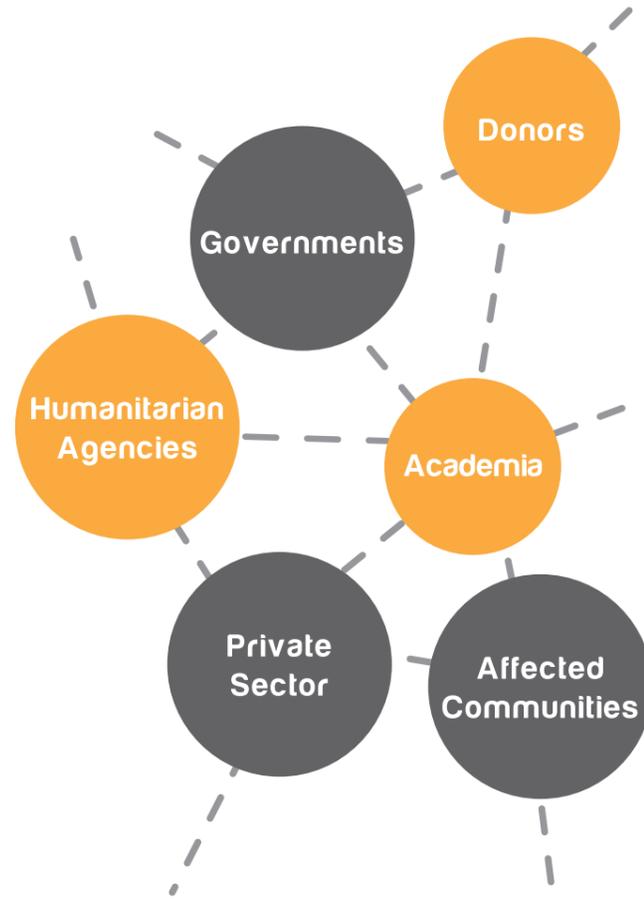
Third, research also has the potential to spark bigger systems-level thinking around innovation creation and diffusion in the humanitarian sector. An emergent literature on the humanitarian innovation 'ecosystem' (Betts and Bloom 2014; Ramalingam, Scriven and Foley 2009; Ramalingam et al. 2015) has already helped identify key priority areas for sector-wide exploration and improvement around innovation, including the need for new thinking on addressing gaps in resourcing, evidence, skills and capacities, management processes and strategic relationship-building between humanitarian and non-traditional innovation partners. To advance these intriguing avenues of research, further systems-oriented scholarship on humanitarian innovation is needed.

Building our broader understanding of the humanitarian innovation ecosystem also means 'turning the lens around' by engaging more critically with the humanitarian innovation agenda itself. Many emerging innovations, such as the adoption of new products and processes linked to networked technologies, call for greater consideration of the risks they pose to both humanitarian principles and affected populations. Likewise, the political economies which drive the diffusion of certain new product innovations in the humanitarian market merit far greater scrutiny than they have received to date. Recent contributions to scholarship (i.e. Sandvik et al. 2014) and efforts to develop a clear framework of principles for guiding humanitarian innovation (HIP 2015) are important steps in the right direction, but the need for greater work here is clear.

Conclusion

In each of these three areas, ELRHA can provide a valuable contribution in fostering better research on humanitarian innovation by drawing from the HIF's unique base of knowledge and practice, and from parallel lessons-learning experiences through ELRHA's Research for Health in Humanitarian Crises (R2HC) Programme and holistic partnership work. ELRHA is well positioned to play a unique convening role in bringing the academic and humanitarian community together in the co-development of methodologies and good practices for research around humanitarian innovation. The expertise and insights of the HIF's grantees represent an extensive resource, one which offers a powerful empirical basis for case study research and learning on humanitarian innovation. ELRHA can also take a leading role in championing the research potential of local communities themselves in building the evidence base around humanitarian innovation. And drawing from its distinct base of knowledge, the HIF can encourage systems-level reflection across the humanitarian innovation community, while simultaneously challenging researchers to critically explore aspects of the language, assumptions, and risks which define this agenda.

Through such opportunities, ELRHA and the HIF have the potential to serve as a key source of guidance and leadership in advancing the emerging policy agenda around research and evidence in humanitarian innovation. Heading into 2016, this potential has never been greater.



Citations

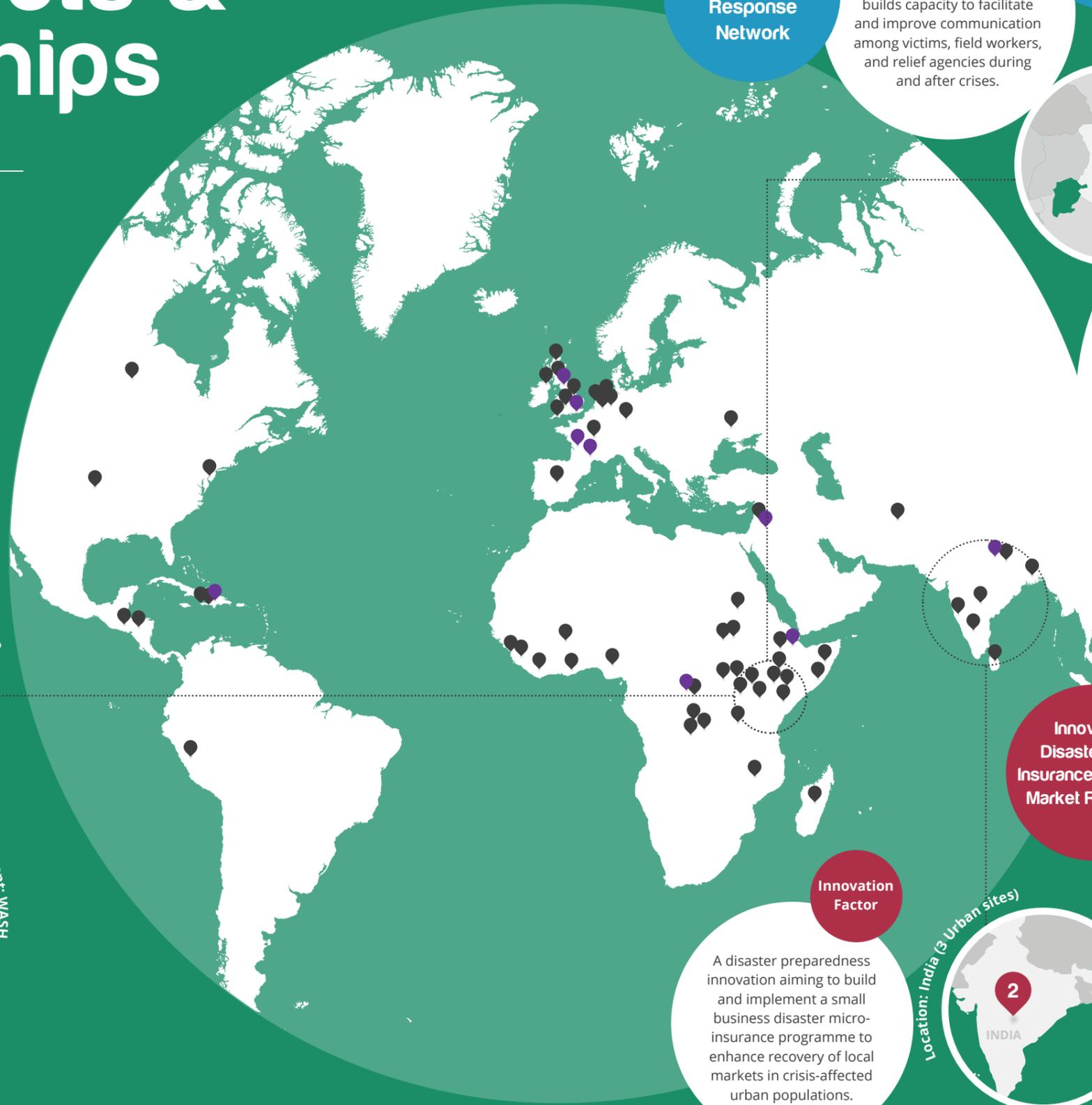
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**TO DATE
THE HIF HAS FUNDED
65 PROJECTS
IN OVER
40 COUNTRIES
WORLDWIDE**

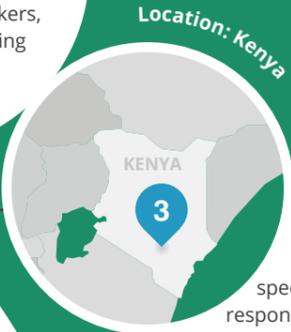
HIF Projects & Partnerships

The HIF across the globe



Words of Relief Crisis Response Network
Leveraging both human and technological resources, the global translation initiative builds capacity to facilitate and improve communication among victims, field workers, and relief agencies during and after crises.

Innovation Factor



Location: Kenya

Partners and Roles

Microsoft MT Local Language Team
A private sector partner with specialist expertise in software development, responsible for supporting the creation of an online translation engine and crowdsourcing platform.

'Spider Network' community of professional volunteer translators
Translators with local knowledge implementing the intervention among local communities and bridging the gap between crisis-affected populations and aid providers.

Translators without Borders
An NGO with expertise in project management, linguistics and conducting research, responsible for implementing the project by training and engaging local translators and generating resources for rapid translation in emergencies.

*other partners:
Acrolinx; CDAC Network; Content Rules; Digital Humanitarian Network (DHN)

Type of grant: Core - Recognition

Integrating Social Enterprises In Emergency Faecal Sludge Management

Innovation Factor

To develop suitable sanitation solutions for urban emergencies and define possible collaborations between social enterprises and INGOs in emergency response and preparedness.



Location: Kenya

Partners and Roles

Sanergy
A social enterprise with experience in faecal sludge management and product design, responsible for prototyping a waste transfer unit to collect and transport waste efficiently in emergencies.

GOAL
An INGO with humanitarian knowledge and developed networks, responsible for generating input and support via a series of stakeholder engagement meetings.

Type of grant: WASH

Innovating Disaster Micro Insurance For Local Market Recovery

Innovation Factor

A disaster preparedness innovation aiming to build and implement a small business disaster micro-insurance programme to enhance recovery of local markets in crisis-affected urban populations.



Location: India (3 Urban sites)

Partners and Roles

All India Disaster Mitigation Institute (AIDMI)
An NGO with local knowledge, and management and logistics expertise, responsible for implementing the micro-insurance project with local business owners.

Stanford University
A research institute with expertise in research methodologies and uptake, responsible for supporting AIDMI with research design and monitoring and evaluation.

Type of grant: Core - Development



MSF Netherlands Safe water for refugees

Type of Grant:

Recognition

Partners:

United Nations High Commissioner for Refugees (UNHCR), Berkeley University

Location:

Middle East, Africa

Grant:

€19,725

Theme:

WASH



Summary

Investigating the shortcomings of batch chlorination to better protect drinking water quality and help prevent illness and disease.

What is the humanitarian need?

Ensuring access to adequate quantities of quality water is essential for the control of waterborne diseases in refugee/ internally displaced persons (IDP) camps. Centralised batch chlorination remains one of the most widely used approaches for emergency water treatment due to its low cost, relative ease of use, and residual protection. Although there are guidelines for this process to ensure water quality, they are only appropriate when users drink water directly from the flowing taps of a piped system. In refugee/IDP camp settings users collect water in containers, transport them through camp environments and may store water for more than 24 hours before consumption, causing the recontamination of water to be a serious problem.

What is the innovative solution?

This project will address this critical knowledge gap by launching rigorous observational studies in refugee camps in diverse climactic and environmental settings around the world. The project will investigate post-distribution chlorine decay—a first in any setting—in refugee/IDP camps in order to promulgate evidence-based targets for centralised batch chlorination. In addition, the project will also investigate factors that protect or compromise the safe water chain to help inform hygiene promotion efforts during emergencies.

What are the expected outcomes?

The outcomes of this project will inform humanitarian guidelines for emergency water treatment, enabling humanitarian agencies to better protect drinking water from the point of distribution to the point of consumption in refugee/IDP camp settings. This will help combat the spread of waterborne diseases among vulnerable displaced populations.



Recognition Grants



Invention Grants



Action Contre la Faim Safe MANGO: Modelling an alternative nutrition protocol generalisable to outpatients

Type of Grant:
Invention

Partners:
University of Copenhagen

Location:
Europe

Grant:
£19,071

Theme:
Nutrition



Summary

This project involves the analysis of children with uncomplicated Severe Acute Malnutrition (SAM) and their response to treatment in order to develop an optimised ready-to-use therapeutic food (RUTF) dosage table.

What is the humanitarian need?

Since the innovation of RUTF and its scale-up in the community based management of acute malnutrition (CMAM), the dosage for treating children with SAM has not been revised despite the perception of scientists and practitioners that children under the current treatment are not reaching the expected weight gain. There is a gap in the evidence regarding how the current dosage corresponds to the nutritional requirements and the response to the treatment of a child with SAM.

What is the innovative solution?

ACF will develop a dosage table that is appropriate for the treatment of children with SAM and is adapted to their requirements. Expert nutritionists hypothesise that energy requirements change throughout treatment and that energy intake should be adapted accordingly. Moreover, practitioners perceive that children may need less RUTF to recover and that an optimised dose may reduce the proportion of selling and sharing of the product.

What are the expected outcomes?

MANGO will contribute to the establishment of an optimised dosage of the existing RUTF product. An optimised RUTF dosage table that takes into account the energy requirements needed for weight catch-up, ensuring that weight gain is more tailored to beneficiaries' needs will enable improved balance in children's body reserves, which are essential for a child's survival.





START Network

Drought insurance to enable timely humanitarian response

Type of Grant:
Invention

Partners:
GlobalAgRisk

Location:
Africa

Grant:
£20,000

Theme:
Disaster preparedness, resilience and risk reduction



Summary

Development of a drought insurance product that will enable automatic pay-outs for early civil society response to major food crises.

What is the humanitarian need?

Despite widespread advances in early warning systems for major droughts, the ability of NGOs to respond early to prevent these crises from happening is constrained by the current funding model. Even when a known major food crisis is unfolding, funds often do not materialise until media headlines hit international audiences and donors are prompted into action. At this stage many lives have already been lost, livelihoods destroyed, and hard-won development gains undermined. Early, preventative action in such situations has been found to be far more effective, but this requires access to predictable funding.

What is the innovative solution?

This approach uses commercial principles of risk management and risk pooling and applies them in a new way to the humanitarian context. A parametric insurance product would enable predictable and impartial early funding to mount preventative actions when they are most needed in countries vulnerable to acute slow-onset drought. Insurance will be tied to a predictive, early warning index of evolving drought conditions which will be monitored by a third party. Pay-outs will be made when pre-agreed triggers are met and will be allocated to NGOs and their civil society partners according to agreed protocols that channel funding to those best placed to respond.

What are the expected outcomes?

This mechanism aims to complement and reinforce best practices in the areas of inter-agency contingency planning and early action in food crises through the design of protocols for pay-outs. The innovation will enhance funding certainty and predictability to support more effective and principled humanitarian action.



Kathmandu Living Labs

Drones for good: drones for humanitarian work in Nepal

Type of Grant:
Invention

Partners:
Humanitarian UAV Network (UAViators)

Location:
Nepal

Grant:
£20,000

Theme:
Assessment, monitoring and evaluation



Summary

This project aims to improve disaster preparedness and response in Nepal with the use of Unmanned Aerial Vehicle (UAV) technology.

What is the humanitarian need?

Nepal faces devastation each year from floods, landslides, and avalanches, which cause fatalities and lead to displaced populations. Critical for both disaster preparedness and recovery is knowledge about the affected area—where people live, road conditions, locations of clinics and medical facilities. While low resolution satellite imagery exists, it is rarely of sufficient quality to support responders in critical decision making after disasters. As UAVs can collect aerial imagery with far superior resolution, they offer a potential solution.

What is the innovative solution?

The use of UAVs for commercial purposes is already well established. This project expands their use to the humanitarian sphere in Nepal. UAVs will be used to produce up-to-date base maps in areas where aerial imagery is limited, this will provide responders with high-resolution aerial imagery pre-disaster to inform preparedness, mitigation and response efforts. This innovation will build on the lessons learned and best practices in community driven approaches to UAVs in order to develop a working model in Nepal. This will enable local communities to rapidly deploy UAVs for disaster preparedness and response.

What are the expected outcomes?

It is expected that this project will improve humanitarian response in Nepal by: 1. ensuring better disaster preparedness by providing local communities with the skills to operate UAVs and analyse imagery; 2. enable the rapid acquisition of high resolution aerial imagery for disaster preparedness and response; 3. facilitate a rapid damage and needs assessment; 4. formulate policies for scaling up and integrating UAVs in disaster management.





Development Grants



Field Ready Rapid manufacturing: refining the approach

Type of Grant:
Development

Partners:
Griffith University,
Singularity University,
Maya Design, Practical
Action Publishing

Location:
Haiti and USA

Grant:
£149,927

Theme:
Logistics and
supply chain



Summary

By bringing innovative 3D printing to the field this project is disrupting the supply chain in crisis situations to transform humanitarian logistics and revolutionise aid delivery.

What is the humanitarian need?

In rapid onset disasters simple procurement orders can take weeks or even months to arrive and may be affected by government imposed importation barriers. As a result relief programmes lack access to the right supplies, which can impede humanitarian operations. Research estimates 60-80% of humanitarian aid is spent on logistics, making it the most expensive aspect of humanitarian assistance. Existing supply chain includes: procurement, transportation, warehousing and 'last mile' distribution - this is often undertaken in an environment of considerable uncertainty and disrupted physical and communications infrastructure. To date, supply chain solutions to improve cost effectiveness and logistical promptness have focused mainly on improving and optimising the status quo.

What is the innovative solution?

This project aims to transform the way humanitarian logistics are done by disrupting and improving supply chains through the use of technology, especially 3D printers, and engaging and training local people in this approach. 3D printing provides one way to disrupt current procurement processes by ensuring swift creation of the

right supplies in the field. International humanitarian response has yet to take full advantage of the opportunities afforded by such recent technological advances. After a HIF invention grant to pilot this technology proved successful, continued funding enables the development of this innovation by documenting and creating practical action plans and guidelines with the aim of scaling up this innovation in the humanitarian sector.

What are the expected outcomes?

This project has the potential to revolutionise the delivery of aid by significantly reducing procurement costs, shortening the duration of the logistical cycle and dramatically improving the ability to meet unique and difficult to fulfill needs in the field. If the innovation is successful and taken to scale by the humanitarian system, the following impacts are expected:

1. Survivors of humanitarian disasters will get critical lifesaving supplies when, where, and how they are most needed.
2. Humanitarian supply chains will ensure the most efficient and cost effective distribution of humanitarian supplies.
3. Disaster rehabilitation will be expedited and more cost efficient.
4. Communities devastated by disasters will be empowered (with knowledge, skills, and equipment) for economic growth and resilience.



Action Against Hunger

Development and testing of a simplified, standardised, Mid Upper Arm Circumference bracelet for use by mothers and caregivers for the screening of Severe Acute Malnutrition at community level

Type of Grant:
Development

Partners:
ACF (USA), University of Tampere School of Medicine

Location:
DRC, Kenya and Global

Grant:
£150,000

Theme:
Nutrition



Summary

Simplifying and standardising Mid Upper Arm Circumference (MUAC) bracelet measurements for easy detection of Severe Acute Malnutrition (SAM) among children.

What is the humanitarian need?

There are an estimated 19 million children suffering from Severe Acute Malnutrition in the world today, however it is estimated that more than 85% of SAM cases globally still lack access to treatment. A key component in SAM management is establishing sufficient community mobilisation to ensure regular case detection and screening at community level. However, this often entails an over-reliance on community volunteers (CVs) and community health workers (CHWs) to conduct SAM screenings. CVs and CHWs are often responsible for a number of community health activities, have competing priorities, and require regular training. Another leading barrier in access to SAM treatment is lack of primary care givers' knowledge of malnutrition. A new approach that has recently been developed involves training mothers/caregivers to measure MUAC to detect SAM in their own children. Recent results in this regard have been very encouraging, however they also point to the need to develop a means to standardise the measurement of the MUAC to increase the sensitivity and the specificity of the diagnosis delivered by mothers and primary caregivers.

What is the innovative solution?

This project will focus on addressing these challenges by developing a simplified, standard measurement, MUAC bracelet. This will be a highly sensitive and easy-to-use product that will require minimal training by mothers and primary caregivers with low levels of literacy. MUAC measurement is the most common form of anthropometric measurement used at community level for the detection of SAM and is considered to be one of the best proxy indicators for mortality in children aged between 6 to 59 months.

What are the expected outcomes?

This innovation has the potential to play a significant role in improving the coverage of SAM case detection and therefore uptake of SAM treatment. It is expected that SAM diagnosis at community level will be improved which would lead to less rejection of false positives at the health centre level. In addition, previous evidence has demonstrated that when mothers are empowered to monitor their own child's nutrition status, they are more likely to take the child for treatment in a timely manner. Early presentation of cases at the health centre improves treatment outcomes and can positively impact treatment coverage.



Women and Health Alliance International

Linking interventions to cultural ceremonies and practices to reduce intimate partner violence among displaced populations in humanitarian crises

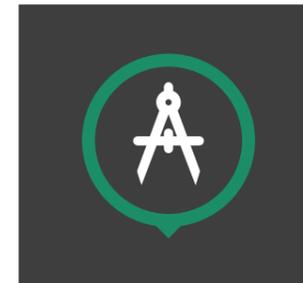
Type of Grant:
Development

Partners:
Addis Ababa University, Engender Health, Harvard Medical School

Location:
Ethiopia

Grant:
£149,991

Theme:
Protection, human rights and security



Summary

The project targets a gap in humanitarian research and programming by developing and testing a novel intervention to reduce Intimate Partner Violence (IPV) in displaced Muslim communities in sub-Saharan Africa.

What is the humanitarian need?

Humanitarian practice guidelines recommend the integration of gender and protection programming at each phase of a humanitarian crisis. IPV is one of the most common forms of gender-based violence, however most guidelines focus on the prevention of violence in the emergency phase and the protection of women from non-partner sexual violence. There are fewer guidelines on how to prevent IPV among displaced populations during the stabilisation phase of a crisis and on how to adapt IPV interventions from non-humanitarian settings to humanitarian settings. There is limited data on IPV and a lack of evidence on effective IPV interventions in humanitarian settings - highlighting a need for innovation in this area of humanitarian response.

What is the innovative solution?

The project will develop and test a novel intervention to reduce IPV in displaced Muslim communities in sub-Saharan Africa. The intervention will target women, men and married couples in a Somali refugee population in Ethiopia and will use community practices, cultural ceremonies or traditions as a platform for intervention delivery. The proposed project attempts to also understand and

assess the protective cultural traditions that prevent and reduce IPV within families and communities rather than only emphasising the 'harmful' traditions addressed in current research and programming. This will also allow exploration of how cultural norms relate to IPV and how cultural practices and ceremonies shift as a result of displacement. This project will develop a framework that can be used as a tool for programme planning and design by other humanitarian actors in other settings to integrate cultural factors into the design of public health and IPV interventions.

What are the expected outcomes?

This innovation will build the evidence base on gender, social, cultural, and religious norms that contribute to IPV in displaced populations and also inform how cultural and community practices in refugee settings may serve as platforms for IPV intervention delivery. This evidence will be used to inform IPV intervention design and implementation in refugee settings. Curricula for three IPV prevention interventions - for women, men and couples - will be developed, piloted and refined. It is expected that the intervention will lead to long term impacts in attitudes and behaviours related to gender, social, cultural and religious norms that contribute to IPV, which will lead to decreased incidence of IPV in the intervention site. The learning and evidence from this intervention may be used to address IPV in other humanitarian contexts.



Motivation

Increasing awareness and knowledge amongst humanitarian organisations that a solution exists for supporting disabled people in emergencies

Type of Grant:
Diffusion

Partners:
Handicap International

Location:
Europe

Grant:
£19,990

Theme:
Disabilities



Summary

This project supports the promotion of an innovative response to ensure the rapid and appropriate provision of emergency wheelchairs to injured and disabled people in humanitarian crises.

What is the humanitarian need?

The lack of suitable wheelchairs in emergency settings causes life-threatening situations for injured and disabled people. Without one, these already vulnerable people are immobile, excluded from relief efforts, dependent on others, and at risk of serious health complications. Despite these needs, wheelchair provision in emergency situations is often omitted from emergency rehabilitation services; slow to arrive or arrive on an ad-hoc basis; subject to a lack of trained staff; and unsuitable for emergency contexts.

What is the innovative solution?

Previous grants from the HIF enabled a unique design of emergency wheelchairs that are compact, easily transportable, adjustable, suitable for difficult and/or rough terrain, and available at an affordable cost to enable organisations to reach the maximum number of people during an emergency. The field support package with tools and training that accompanies the emergency wheelchair ensures the efficient and high quality roll-out of wheelchair distribution, and ensures staff in the field will be servicing, assessing, and fitting users in line with the World Health Organization's (WHO) 'Guidelines on the Provision of Manual Wheelchairs in Less Resourced Settings'.

What are the expected outcomes?

This innovation stage involves engaging and informing stakeholders prevalent in disaster risk management about the Emergency Wheelchair Response package to increase their awareness about including people with disabilities, and lead to them implementing the package within their disaster response planning. Diffusion has already begun including the training of professionals who have been mobilised to respond to the emergency in Gaza, utilising the Emergency Wheelchair Package.





Groupe URD

Sigmah Phase 2: the dissemination of a tested innovation

Type of Grant:
Diffusion

Location:
Multiple

Grant:
£20,000

Theme:
Logistics and supply chain



Summary

Sigmah is a simple, flexible, and intuitive open source project management software for the shared management of international aid projects.

What is the humanitarian need?

Information management is a complex process in the humanitarian sector, due to the many types of data produced, high staff turnover, lack of technical expertise, geographical distance between offices (field bases and headquarters), and difficult working conditions (isolation, poor internet connection etc.). This context requires a simple, easy-to-use tool which centralises and cross-references data.

What is the innovative solution?

The HIF previously funded Group URD to develop Sigmah. It is a web-based application but also has an offline function, enabling users to do essential tasks within the system and consult their copy of their organisation's database, even when the internet isn't accessible. Sigmah aims to empower humanitarian organisations by allowing them to deal with their project information management issues. The software is a common asset, available to everyone, and allows each organisation to organise its own work methods and thereby improve the quality and accountability of its programmes.

What are the expected outcomes?

The objective of this dissemination strategy is to scale-up the project from an innovation supported by 11 French NGOs to a mature innovation supported by 20 European NGOs and at least one NGO from the global South. The scaling-up strategy has already begun to bear fruit at the European level with CARE Nederland, Vétérinaires Sans Frontières in Germany, and the Red Cross in Luxembourg already adopting the software.



Recognise

"Innovation begins by exploring a problem from different angles to really understand the issue in depth."

Lucy Kingsbury,
HIF Programme Officer



Invent

"Think creatively, be daring and ambitious! Explore alternative ways to create more impact in your field!"

Claire Dusonchet,
HIF Innovation Management Adviser



Develop

"Sustainable and effective partnerships are central to dynamic and diverse innovation implementation."

Frances Hill,
Research Partnerships Manager, ELRHA



Implement

"Test out your idea rigorously to build evidence that shows it really works, and is ready for scale."

Menka Sanghvi,
HIF Innovation Management Adviser



Diffuse

"Spread the word! Get your innovation out there to make a tangible and long lasting impact on people's lives."

Faye Rodney,
Finance and Grants Manager, ELRHA



Innovation Uncapped

World Food Programme In Action

Marie Enlund, food security analyst for the World Food Programme, talks about the successes, challenges and next steps for their HIF-supported project to develop and implement mobile phone surveys in remote areas.



Can you describe what your HIF-funded project aimed to do and why is it innovative?

The aim of the project was to see if we at the World Food Programme (WFP) could use mobile phones to conduct short food security surveys remotely. Traditionally, WFP staff visit households and ask questions in person, whether using pen and paper or with mobile devices/tablets. However, there is a need for alternative methods when – either due to conflict or natural disaster – it's not safe or possible for staff to visit communities; we asked ourselves the question: 'how then can we discover affected populations' food needs?'

The mVAM project conducts traditional food security monitoring surveys using either calls through operators, automated calls (interactive voice response technology) or SMS. Part of the project has involved comparing these different modes of data collection, including WFP's traditional face-to-face method, to identify how we can best get information faster and cheaper, while reducing risks to the safety of our staff.

"This is the first time in a humanitarian context that food security surveys have been conducted systematically using voice technologies."

Did you achieve what you set out to?

Yes we did and more. The project began with trialling the mobile phone collection methods in Somalia and Congo, with the aim to scale up much later to other countries once we'd incorporated lessons learned. However, the initial rounds of remote data collection were so successful that when the Ebola crisis in West Africa broke out in 2014, we felt confident to scale this technology in three of the affected countries: Guinea, Liberia and Sierra Leone. In addition, because we have been active in our communications around the project – through channels such as the HIF blog and our internal bulletins – we were contacted by several WFP country offices highlighting the need to adopt this method of conducting surveys.

Our blog was really influential to help others within and outside the organisation to understand what the project was about and how the remote data collection tools were being used. To date our mailing list for this blog includes over 200 internal and external individuals working in the humanitarian community. Other coverage highlighting our work includes an article by the Guardian in 2014 and two articles in the Humanitarian Exchange Magazine.

Can you give a specific example in practice of how mVAM has improved humanitarian intervention?

When we rolled out the methodology in the three Ebola affected countries in September 2014 there was a critical information gap; project managers needed information on the food security situation in Guinea, Liberia and Sierra Leone but couldn't send out local teams to the communities to collect the data. Within a couple of weeks of initiating the project, short surveys were being conducted using SMS and automated calls. Since October 2014, 1,000 -1,400 households in each of the three countries are surveyed every month. Within a week the information collected is analysed and put into our bulletins to programme staff and the wider humanitarian community. Households are asked questions about their coping strategies when faced with food shortages; food prices; and manual labour rates in order to help WFP give appropriate and targeted aid to those most in need.

Usually our food security monitoring surveys ask structured, closed questions, however in the remote surveys the most interesting question was a new, open ended question: 'would you like to share any information on the food security situation in your community'. Similar to a tweet, the SMS responses allow a 160 character response. It was interesting to see how men and women's perceptions on the food security situation varied. For example, in the March survey in Sierra Leone, a male respondent highlighted the shortage of food because of the Ebola epidemic disrupting agricultural activities in the community. A female respondent in the neighbouring district highlighted the improvement in the food supply since the re-opening of the Sierra Leone-Liberia border, yet food still being expensive. This open-ended question enabled us to carry out sentiment analysis and observe how respondents' perceptions changed from month to month.





Was there anything unexpected that you learnt, or a use for your project you didn't expect?

One bottleneck we experienced turned out in some cases to be a great bonus: staff turnover was an issue in both Congo and Somalia, which led to some delays with survey implementation or follow-up activities. However, the WFP staff that moved often ended up scaling the mVAM project to their new respective countries/regions.

A further positive but unexpected outcome was the applicability of these types of phone surveys across WFP's programmes. For instance, we are working closely with colleagues from our Monitoring and Evaluation unit, who see the potential of remote surveys for post-distribution monitoring. It's been really interesting to see the needs emerging from our country offices; we didn't push the project but instead shared good practice and lessons along the way.

What are some of the main outcomes?

Eleven WFP country offices are now using our phone survey methodologies for food security monitoring. In February we started using the phone surveys in Iraq where access due to conflict is a huge issue.

Between January and June 2015, 24,000 surveys (6,000 per month) have been conducted remotely via SMS, live calls, and IVR in 10 countries.



As we scaled-up the project, we formed partnerships with the non-profit and the private sector. We work with InSTEDD who provide free and open source technologies for SMS and IVR data collection. For large-scale surveys we have worked with Geopoll, a private sector service provider.

We also worked with the Nielsen Company who provided us with methodology and questionnaire design and analysis support over the past year. Nielsen have produced a case study of our work, highlighting some really exciting outcomes.

"In DRC, traditional face-to-face interviews cost between \$20-40 per household for staff time and transport and it takes between 4-6 weeks to transcribe and analyse the data. With mVAM surveys, the cost is between \$7-9 for the live phone calls per household through operators and SMS surveys cost in the range of \$4-5 dollars."

A major outcome has been our learning toolkit, which is a living repository of guidelines, tutorials and training materials, sample survey forms and call scripts, and articles related to the project. It is accessible to anyone from the mVAM Resource centre.



How do you think this project could be scaled-up outside of WFP? Who would need to be involved?

We are interested in working with other organisations that use remote data collection. There could for example be potential to work with UNHCR in camp settings and with UNICEF, who have an existing SMS project called U-report. In Congo, we also saw the importance of working with community based organisations at the grassroots level to keep the communities engaged with our surveys.

We have also partnered with OCHA's Humanitarian Data Exchange (HDX) project - another initiative supported by the HIF. We're sharing our food price and household indicator data through an API to the HDX site and interactive data visuals created by HDX are embedded on our site. The collaboration with HDX has helped to share our data with the wider humanitarian community.



How did you involve and engage the project beneficiaries?

This was an important factor that contributed to the success of the project. As our project got underway in Goma, DRC, a small committee was set up in the IDP camp where the surveys took place to raise awareness of the project to beneficiaries by beneficiaries and manage the solar panel phone charging station. Most recently in DRC we partnered with Goma University working with a few of their students to collect food price data in the local markets. The students submit the data by SMS and WFP colleagues then verify and upload the price information into the two-way communication system. Displaced people living in the camp can access the info in the IVR system free of charge.

What are the plans for mVAM moving forward?

Our vision is that by 2017, 30 to 35 WFP country offices will be implementing remote phone surveys. We will continue to fundraise for this initiative to support other country offices to do this. Ideally, interested countries will start to include the remote phone survey approach in their own fundraising budgets.

With the existing project in Congo and Somalia, we are introducing a two-way communication system which allows disseminating information, such as our food distribution dates and information on food prices in the local markets, to internally displaced persons through IVR.

Looking forward, with smart phones being increasingly used by communities affected by humanitarian crises, we are exploring the possibility of using existing apps or communication platforms such as Whatsapp to collect data.

A recommendation following a review of the pilot projects has been to formalise the learning into something like a 'learning lab', in order to help the project grow, keep up-to-date and disseminate learnings.

Innovation Uncapped

Translators Without Borders In Action

Rebecca Petras, deputy director for Translators without Borders, talks about the successes, challenges and next steps for their HIF-supported project to develop and implement the world's first crisis relief translation service.



In your own words, what did the Words of Relief project aim to do and why is it innovative?

Words of Relief is the first crisis relief translation programme in the world. The goal is to improve communications between aid organisations and affected populations in order to help save lives and enhance humanitarian action.

After the Haiti earthquake in 2010, a subsequent report by Harvard cited translation as a perennial issue in relief. Translators without Borders (TWB) was born from this crisis and need. Initially the service was created to aid translation for agencies to communicate better with affected populations outside of crisis. It was my goal when I came on board as Deputy Director in 2012 to figure out how to translate during crises. This is difficult for two primary reasons:

1. Each crisis requires a new set of translators to be identified and trained, e.g. you can't use the translators in Philippines for the translation needs in Nepal!
2. We need to work with professional translators who are willing to volunteer their time with little warning and around their other commitments. These translators will often also be affected persons of that crisis and so vulnerable themselves.

Can you explain how the Words of Relief project works?

The HIF-project largely focussed on translation support in Kenya where there are 42 languages - 12 of those core languages - and translation services are greatly under resourced. Here we tested the 'Spider Network' concept - we sourced community translators who all spoke Swahili but also one of the 12 core languages. This 'pivoting' method means that they translate from the main language in common into their local language e.g. Swahili into one of the 12 languages - this allows us to reach the most vulnerable people who only speak local languages. The translators were trained to work together in a rapid response team for an aid organisation. As part of the pilot, once teams were put together we simulated crises to see if they would be able to respond and translate accurately and measured their response. At first, we found the service was not fit for purpose - we needed to teach people exactly what community translation meant. We took a first aid text and explained that rather than a simple word-for-word translation, they needed to contextualise the words into concepts that the community in question would understand. For instance, in Nepal we translated a first aid app for the Red Cross. One phrase was 'If choking - call 911'. Here the translator can't just translate verbatim - especially given that 911 is not the right number in Nepal. Even the phrase 'first aid' and the words 'first' and 'aid' might be very different in Nepalese to English.

Was there anything unexpected that you learnt, or a use for your project you didn't expect?

We were overwhelmed by the interest and need in this service at the field level. However, what we didn't expect is that at head-office level, especially in West Africa, there is a perception that most people speak English. In some cases people at the decision making level tried to block our access. Unfortunately, rarely do the people in the field have time to advocate to change this opinion. This knowledge led TWB to be very proactive and package the product right, with evidence to support it.

Some of our field studies have provided results to show how comprehension in supposedly English-speaking countries is in fact low. In Kenya, we translated a poster used by International SOS regarding knowledge of Ebola prevention, how it's transferred, how to deal with someone who gets it. Health workers' comprehension of this document - self identified as bilingual in English and Swahili - were tested in rural and urban Kenya. Comprehension averaged 8% before the poster was viewed. When viewed, those who were given the English document scored a comprehension level of 16% but those viewing Swahili scored 92%. This challenges the assumption that most people in Kenya speak and comprehend English.

We need to use this data with donors, asking whether funded communications activities are accountable from a comprehension and language standpoint.

The project has really helped gather evidence around the power of language. These Spider Networks of translators, which we also call Rapid Response Teams, assemble a community of people that are intimately linked and connected to the crisis. Whatever people lose, they will always have their identity and their language and that empowers people. This project has helped to show aid responders another perspective to language needs but also how to work with communities to empower themselves.

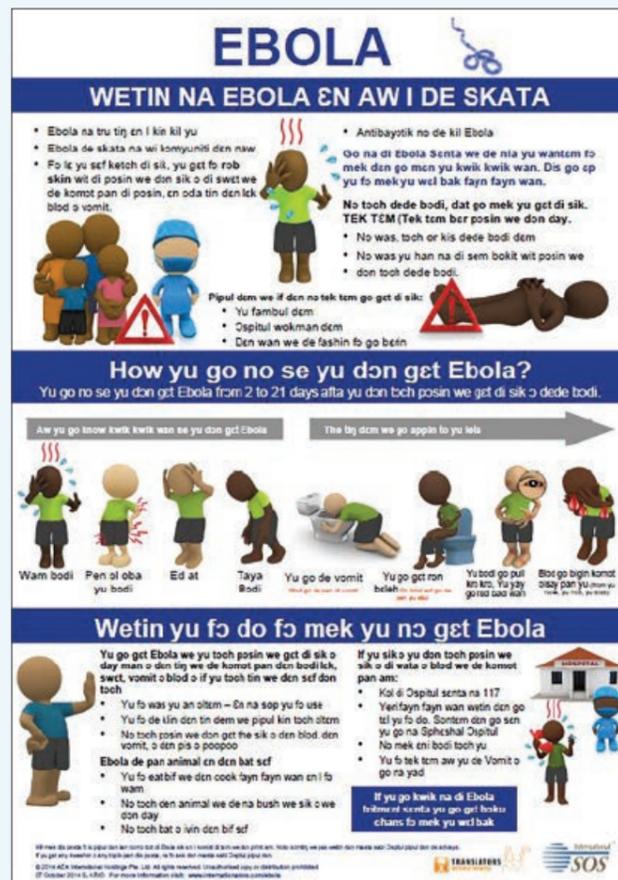


What are some of the main outcomes?

We have created a repository of content in Swahili that addresses the affected people's needs first and foremost, as opposed to just the responders. We have translated well over the goal into Swahili and the intended amount into Somali. We are in the final stages of working with Microsoft on our digital exchange API (Words for Relief Digital Exchange) that directly links our partners in the field with our Rapid Response Teams. We are incorporating the repository into the visual exchange so people can access it at any time in local languages. The partners and aid organisations will share the translated materials with affected communities and we are also working with ReliefWeb to host the documents. We have a growing database and we're making a public facing site connected to the Words of Relief Digital Exchange.

Machine translation has been a huge outcome. For major world languages people can use tools such as Bing Translator for initial 'quick' translations. But for many of the languages spoken by people affected by crises, there are no machine translation options. Our goal was to have enough words translated to have a crisis translation engine useful in Swahili. We trained the Microsoft Translator engine with crisis and health words. We started with a 0.3% success rate; in the end it was 47.3% - very high compared with other languages of this level. Two big success-measure points. Before the engine, it took a person 4 hours and 45 minutes to translate 1,000 words. After, when the document was run through the engine, post editing took only 30 minutes.

"Microsoft was so impressed with the crisis engine that they are now using trained translators to translate open content across 16 crisis languages and training engines in each language e.g. Indonesian and Bengali. This will result in our content database growing drastically; we will have a crisis centre, not just an engine!"



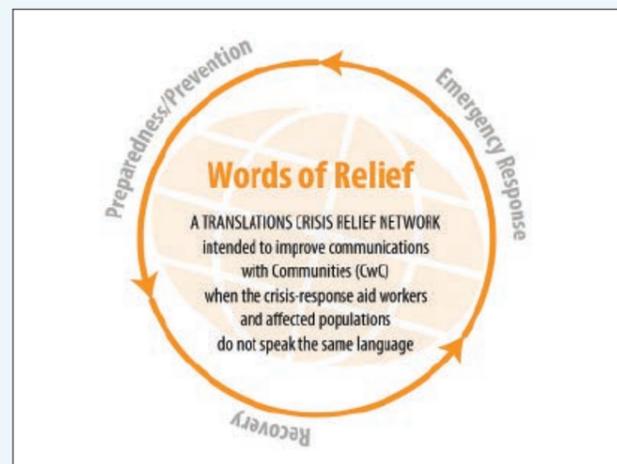
Through the project we have created a solid orientation and training procedure for community translators. We have also secured some funds to professionalise this and make it more widely available in the sector.

What are the plans for Words of Relief moving forward?

We are continuing to put together the digital exchange and making a public-facing site for repository. All training for translators will also be there. A stand by task force will be working with aid agencies to simulate rapid response teams to improve these trainings.

We are approaching several funders to extend the Words of Relief project, for example from the Global Innovation Fund. We aim to: 1. Build Spider Networks in three more areas. 2. To be able to rapidly respond to any global crisis.

We will be working with the Hewlett Foundation to build infrastructure. This isn't specifically on the Words of Relief project but it will benefit it.

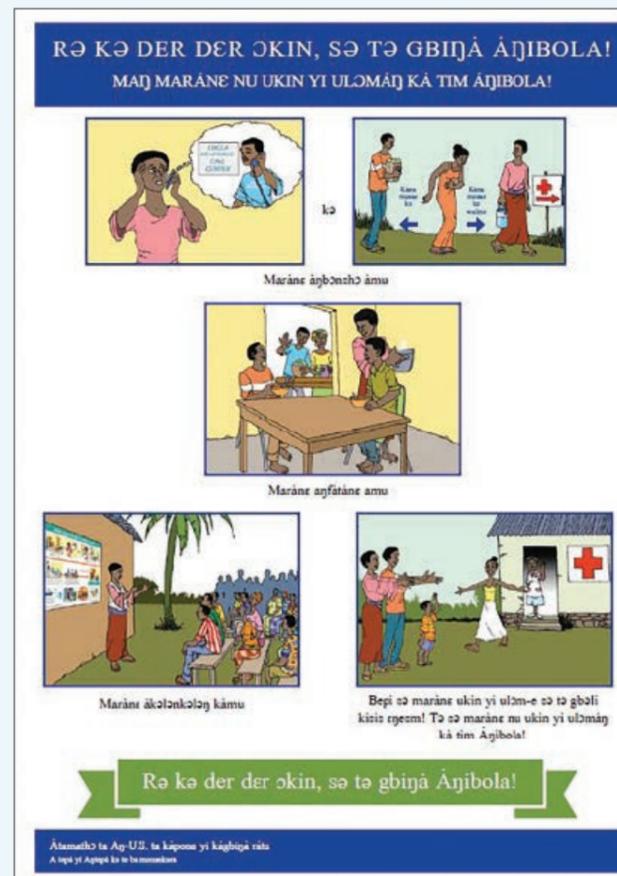


We plan to focus more on video and audio content as in many crisis prone countries illiteracy is high. We produced a video called 'Ebola: a living poem' which was broadcast on TV programmes throughout the West African region in many of the languages native to the area. It was received very well and led to public service announcements on the radio too.

How did you involve and engage the project beneficiaries?

We worked with aid workers extensively during the initial development through focus groups and worked very closely in Ebola-affected countries and Nepal with more than 10 agencies. In Kenya our pilot work was directly in collaboration with OCHA. In West Africa it was harder to work with beneficiaries because of the government and aid organisation layers. This was not an issue however in Nepal. In Kenya the government did come to our organised events however they were disengaged. To mitigate any bottlenecks we worked within the government's crisis categorisations.

We need to work on our engagement with affected communities. Our application to the Global Innovation Fund includes having a local representative to engage with communities from the off.



Due to the transient nature of crises past the 3-week mark we lose a lot of involvement from our translators. We need to explore ways to incentivise people.

What support did you most appreciate from the HIF and what further support would you like from us?

I loved the structure of the monthly blogs as it encouraged us to reflect and was a way to report to the HIF but also was public facing so helped with our exposure. The blogs were a great tool to share key information with our board and advisors.

I really like the HIF's approach to innovation and the openness with which you talk about failure being accepted as long as it's a means to learn; this greatly informed my approach to the project. I think that the HIF would benefit from a Facebook presence as there is a growing community of innovators and NGOs engaging with it. More tips and tools through your grantee newsletter would also be useful to help share learning and improve the management of our project.

It would be great if the HIF could invite other funders to an event to showcase the HIF projects that have good evidence and are ready for scale-up but need further support and funding.



Innovating Emergency WASH

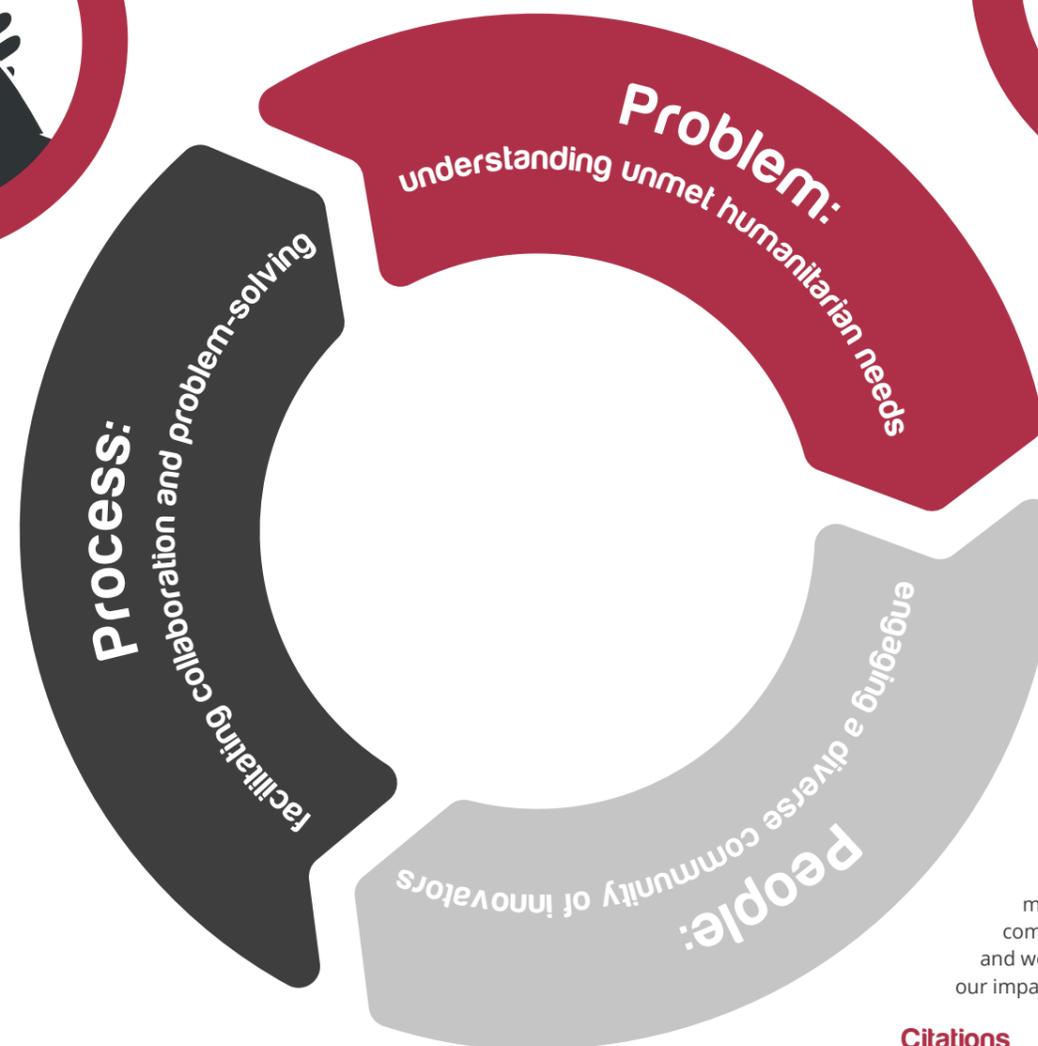
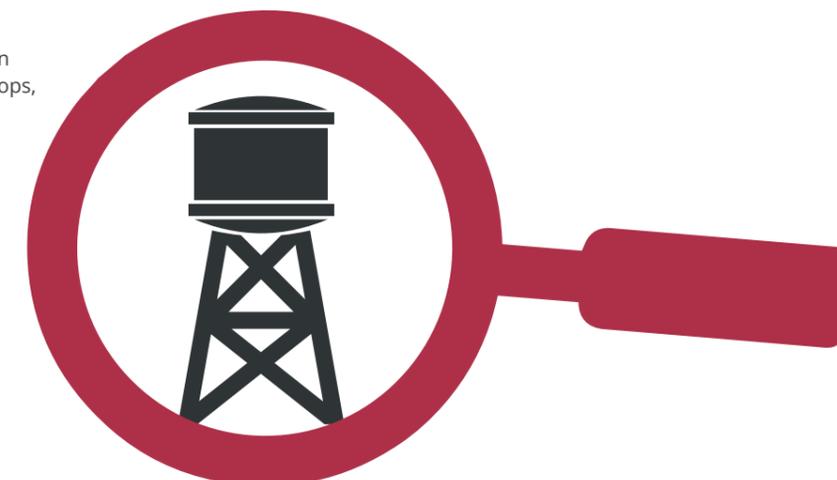
Why Water, Sanitation and Hygiene?

The HIF has a special fund dedicated to catalysing innovation in water, sanitation and hygiene (WASH) globally. WASH is a priority in all types of emergencies, from rapid onset disasters to longer-term crises. The support needed ranges from providing water purification tablets and hygiene kits during floods and earthquakes, to comprehensive long-term toilets and drainage infrastructure.

WASH is a cross-cutting issue, and in particular has serious consequences for health and nutrition. In the absence of functioning toilets, clean water systems, effective hygiene practices, and safe disposal of waste, pathogens can spread rapidly, most commonly causing diarrheal and respiratory infections. This affects the entire community's ability to stay healthy, especially children.

Despite its importance there is a widespread and significant gap in WASH practices between recognised humanitarian minimum standards, and the operational reality on the ground. This is why the HIF works closely with experts and practitioners from across several humanitarian agencies to understand and overcome practical barriers from the inside-out.

Innovation in WASH is also an area that has been dominated by technological progress. However, it is commonly reported that solutions, such as household water filters or handwashing devices, are not used as intended, often making matters worse. Subjects like defecation and menstrual hygiene are also culturally sensitive. These challenges point to the need for better "software" to influence the end-users perceptions, attitudes and mental models around sanitation and hygiene, to complement the "hardware" solutions that deliver core facilities in a cost-effective model.



Identifying impact areas

Over the past few years the HIF has worked hard at identifying the key gaps and opportunities for innovation in emergency WASH. We believe that asking the right questions is fundamental to stimulating new insights and ideas, and our experience to date confirms that innovation efforts are most effective when there is an accurately and clearly defined problem to solve.

With our emergency WASH work, problem investigation started with an extensive Gap Analysis (Bastable and Russell, 2013) led by leading authorities in the sector, and this enabled our WASH technical advisory group to prioritise seven tangible problems. We then commissioned further research into each of these problem areas to explore and analyse what the underlying needs are, and where existing efforts to respond are falling short.

This understanding has created a strong foundation on which to base our upcoming innovation workshops, competitions, and other efforts to spark new ideas, learning and collaboration next year.

These impact areas are:

- Latrine lighting for safe use
- Water treatment
- Urban sanitation alternatives
- Community-level excreta management
- Hand washing solutions and promotion
- Solid waste management
- Surface water drainage

Reaching out to innovators

Great ideas are often rooted in multi-disciplinary, creative collaborations, and in our work with water, sanitation and hygiene problems we know we need to tap into expertise, experience and enthusiasm from far and wide. In addition to working with humanitarian responders, we are identifying the right mix of potential innovators to engage for each impact area. Depending on the specific problem to be solved, we will be looking for input from a diverse group including engineers, architects, anthropologists, researchers, community engagement specialists, interface managers, marketers, entrepreneurs, and importantly members of crisis-affected communities. Over time we hope to establish a community of innovators co-creating new approaches in emergency WASH, and we are always keen to hear from people with specific interest in any of our impact areas.

Citations

Bastable, Andy and Russell, Lucy. (2013) 'HIF Gap Analysis in Emergency Water, Sanitation and Hygiene Promotion', HIF-Oxfam GB Report, Cardiff: ELRHA

Loowatt

Waterless toilets in urban crisis

It is no secret that the private sector can offer cutting edge ideas and agile thinking and the HIF has removed a number of barriers to ensure we can work with businesses and social enterprises to develop humanitarian innovations. Loowatt is a technology start-up based in London, and the first private sector company that the HIF has directly worked with. Loowatt is one of the pioneers of waterless toilet technologies, which are particularly useful for urban populations and flood areas where traditional latrine solutions are unsafe, unsustainable and undesirable. Beyond the toilet they are interested in the entire value chain, including end-to-end human waste treatment that removes pathogens and generates energy and fertiliser products. With HIF funding Loowatt are adapting their technology for the humanitarian sector, with a focus on how to collaborate with implementing agencies given the limitations in time and financial resources during an emergency response.

Virginia Gardner, CEO of Loowatt

"We would like to reduce long-term sanitation costs. This has been a challenge because the cost issues and other problems of existing sanitation solutions are not adequately understood by the sector, and this propagates a reluctance to innovate. The sector seems generally to understand only the upfront costs of latrines but does not integrate an adequate appreciation of their existing servicing, its costs, and how these could be improved upon. We'd like to help them understand this as we introduce our technology."



GOAL and Sanergy

Integrating social enterprises into emergency faecal sludge management

GOAL and Sanergy are collaborating on an ambitious project with a dual objective:

1. Market-based approach to urban sanitation: Public-private partnerships provide sanitation services around the world, but rarely do we find enterprises in an emergency setting working alongside humanitarian agencies and disaster-affected communities. It is widely thought that market-based approaches to sanitation may be able to provide a better quality service, and sustainable end-end waste management, at a lower cost. However, few business models for this have been tested at scale or with clear financial analysis. We are supporting a partnership project between social enterprise, Sanergy, and the international humanitarian agency, GOAL, to generate learning and evidence for how this can be achieved. Currently they are prototyping a waste transfer station in Nairobi designed to improve efficiency of excreta management in a rapid-onset urban disaster.



WASTE and the London School of Hygiene and Tropical Medicine (LSHTM)

Sanitation innovations for humanitarian disasters in urban areas

In urban settings where space is limited and a lot of people are living in close proximity, latrines fill up very quickly and pose a major health hazard. For years people have thought that simple bio or chemical additives, such as lime, lactic acid or soda added to latrines can help make them safer, smell better, and ideally even reduce the volume so that the pit latrine or toilet "never fills up" or at least lasts much longer. The non-profit advisers on urban environment and development, WASTE, are leading a project in collaboration with LSHTM to investigate how much truth there is behind these assumptions. This project has two strands of activity: 1. identifying, developing and testing the effectiveness of different additives in different contexts to stabilise and sanitise toilet waste, and 2. locating and analysing different toilet samples from across the globe to gain insights into the microbiological make-up that could slow the filling of latrines. The aim is to share these findings widely and for it to help humanitarian agencies make better use of additives in emergencies.

Grover Mamani, Sanitation Adviser, WASTE

"Chemical additives have already produced good results and we are looking forward to testing the top five in Nepal with the aim to find the optimum dosage for the sanitation and stabilisation of waste in emergencies."



Lesley-Ann Devereux, Desk Officer, GOAL

"One of the challenges of collaboration between humanitarian actors and social enterprises is our different organisational priorities and objectives. Excellent communication, acknowledgement of, and respect for these differences, is necessary in order to be able to collaborate effectively to achieve the project's ultimate goals. However a significant benefit is the opportunity for learning involved in such a collaboration – about the way the private sector works, and the different perspectives on solutions to humanitarian problems, and potentially leveraging these for future engagement."

2. Disaster preparedness planning: The collaboration between GOAL and Sanergy is also attempting to develop a model (an early prototype) for how NGOs, social enterprises and government bodies can plan ahead for emergencies, for example looking at staff deployment agreements, co-ordination strategies, provision of supplies, and contracts with local implementation partners and suppliers. It is idealistic to think that everything can be agreed upon before hand for a predicted disaster situation, but the more that is pre-negotiated the faster the follow-up will be when it is really needed.

Rebecca Auerbach, Business Development, Sanergy

"A network of robust and deployable Waste Transfer Stations will allow emergency responders and social enterprises alike to safely consolidate and contain faecal sludge, isolating hazardous waste from the community and allowing for efficient transport to disposal or treatment sites. Our WTS beta prototype is hand-cart sized, designed to be manoeuvrable by two people and does not require a truck to operate, which will allow access to tighter areas in slums and more flexibility in disaster zones."

Innovating GBV Interventions

Why Gender-based Violence?

In 2015 the HIF launched an ambitious new thematic programme focusing on GBV programming in humanitarian contexts, supported by the Swedish International Development Cooperation Agency (SIDA).

GBV is a very sensitive, complex and wide-spread humanitarian problem. Practitioners face major challenges, such as underreporting and stigmatisation, which are exacerbated in emergency contexts. GBV issues remain tightly bound to social norms and behaviours, which require long-term innovation approaches in order to create sustainable change.

2015 has been a key year for GBV advancement, with the release of major practice guidelines and standards such as the Inter-Agency Standing Committee (IASC) guidelines, the Call to Action's 2016-2020 roadmap and international events such as the Sexual Violence Research Initiative (SVRI) 4th international conference.

Roy Ahn, HIF GBV Board Member

"Taking a proactive stance on GBV is crucial for addressing this important, complex, and highly-prevalent global social issue. As UNFPA notes, 'Gender-based violence undermines the health, dignity, security and autonomy of its victims, yet it remains shrouded in a culture of silence.' The HIF has the opportunity to bridge the gap between knowledge and action through the lens of innovation. The HIF's role in identifying and supporting innovations in the GBV space, especially in the context of humanitarian emergencies, is an important one that could bring about a more effective global response to GBV."

The HIF's GBV programme is harnessing this recent enhanced visibility and building on ongoing international work to create greater value on GBV issues. With established processes to support innovations and a budding portfolio of innovative GBV projects the HIF is well positioned to take forward this new programme thematic. The GBV programme aims to generate key learnings, challenge current development and humanitarian approaches, and necessitate engagement with a broader audience, including affected communities and non-traditional actors, to bring fresh perspectives and novel ideas to GBV programming.

First steps of the programme

The HIF recognises the need for setting solid foundations for the programme, focusing on:

- Building wide connections to cutting-edge knowledge within and outside of the GBV sector.
- Developing a deep understanding of the problem.
- Identifying tangible priority innovation areas.

Broad connections and diverse perspectives

Global stakeholder mapping has allowed us to identify and engage with the main actors and cutting-edge groups and networks in the GBV sector. Following a global consultation, our Advisory Board comprises leading GBV experts, researchers, and practitioners at policy and implementation level from areas such as health, human rights, and child protection. Chaired by ELRHA's Director Jess Camburn, the Advisory Board will guide the HIF through its first year of programming.

Drawing on global consultations and literature reviews, the HIF has identified interest and potential opportunities for synergies with other sectors. Cross-sector conversations were initiated by hosting a workshop convening leading experts in GBV as well as those working with creative approaches to solving problems, such as human-centred design actors applying design thinking and behavioural science approaches to development and humanitarian challenges.

Gap Analysis launched

HIF commissioned an independent research organisation based in Geneva, the Small Arms Survey, to research specific gaps and challenges in GBV programming. Building on a broad spectrum of opinions, and scanning practices outside of the humanitarian sector, the research will identify tangible areas worth innovating. Drawing on Small Arms Survey's deep understanding of violence within armed contexts and a worldwide network of researchers and partners, the outcomes will bring a fresh perspective to GBV issues and provide valuable reframing of the problem.

Luigi De Martino, Small Arms Survey

"The Small Arms Survey's Gap Analysis of Gender-based Violence (GBV) interventions engages a multi-disciplinary team with wide-ranging expertise, in collaboration with an international network of locally-engaged partners. The study incorporates a literature review; international stakeholder mapping; a practitioner survey; focus groups and interviews with GBV service providers, community organisations and at-risk groups in up to three field locations - Honduras, Nepal and Somalia. This research will provide insights into the gaps and challenges of GBV programming in emergencies and identify areas for innovation."



The HIF Board



JOHN BESSANT

Professor of Innovation and Entrepreneurship, University of Exeter

Originally a chemical engineer, John 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.



JOHN MITCHELL

Director, ALNAP

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 90's; 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.



BEN RAMALINGAM

*Leader, Digital & Technology Cluster
Institute of Development Studies
HIF Board Chair*

Ben is a researcher, author, advisor and facilitator focusing on global 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.



SARA PANTULIANO

Director, Humanitarian Policy Group 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.



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 organizations on advancing their use of innovation.



SAMIR K DOSHI

Science and Technology Policy Fellow, American Association for the Advancement of Science (AAAS), 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.



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 the 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 is a social development adviser 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 HIF. He has wide experience of managing humanitarian operations in Africa and Asia, both with DFID and the NGO sector.

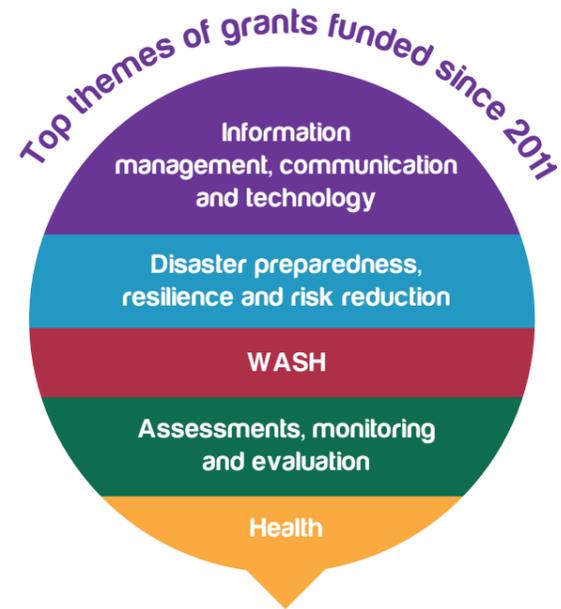
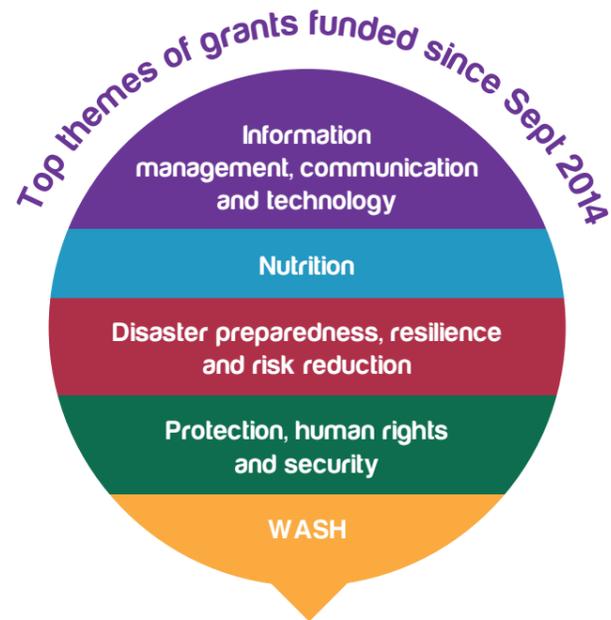


NIGEL SNOAD

Product Manager, Google Social Impact and Crisis Response

Nigel is the Product Lead for Google's Crisis Response team, which is changing how citizens stay safe and informed during crises by providing information and tools to help people make better decisions and collaborate during emergencies, building 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.

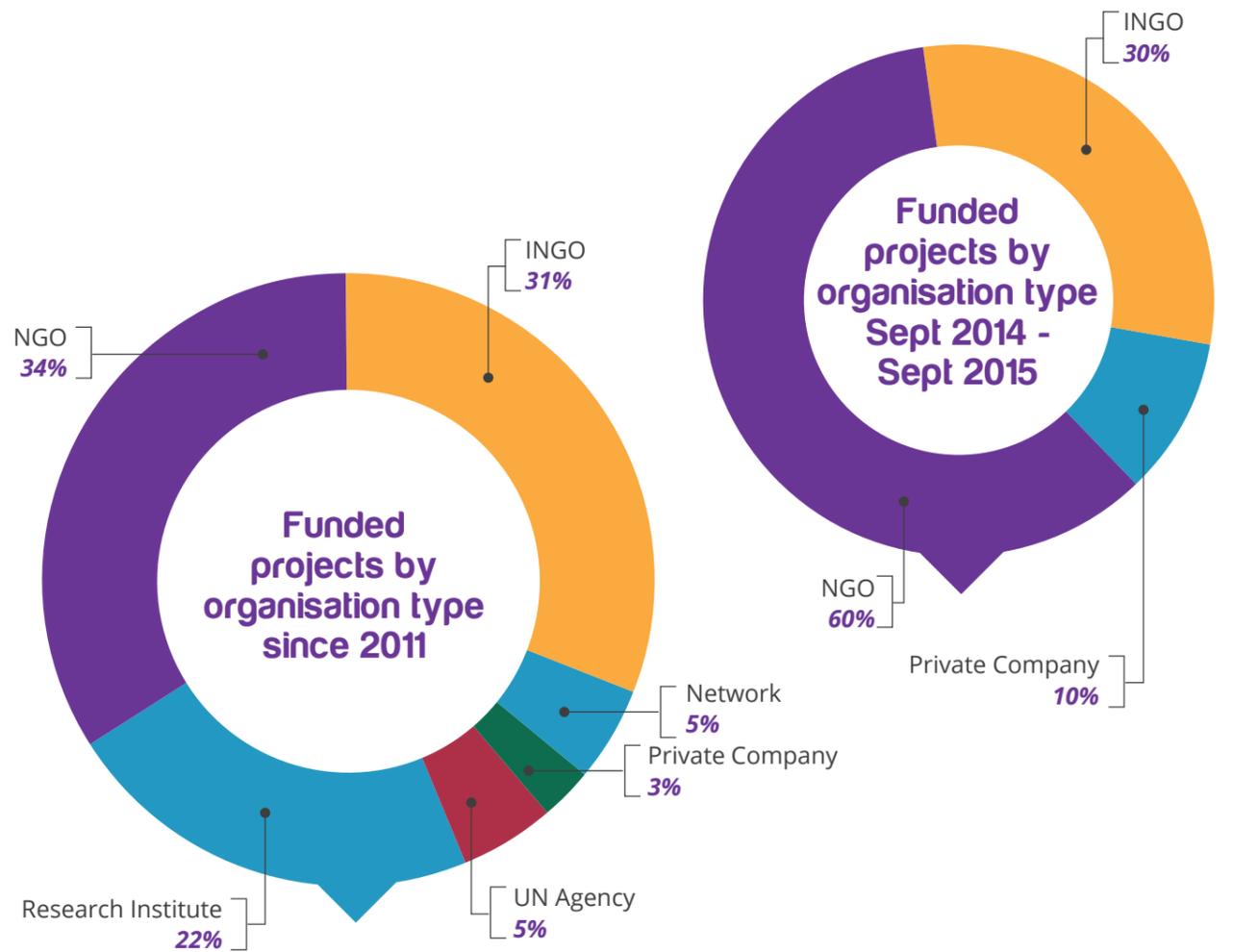
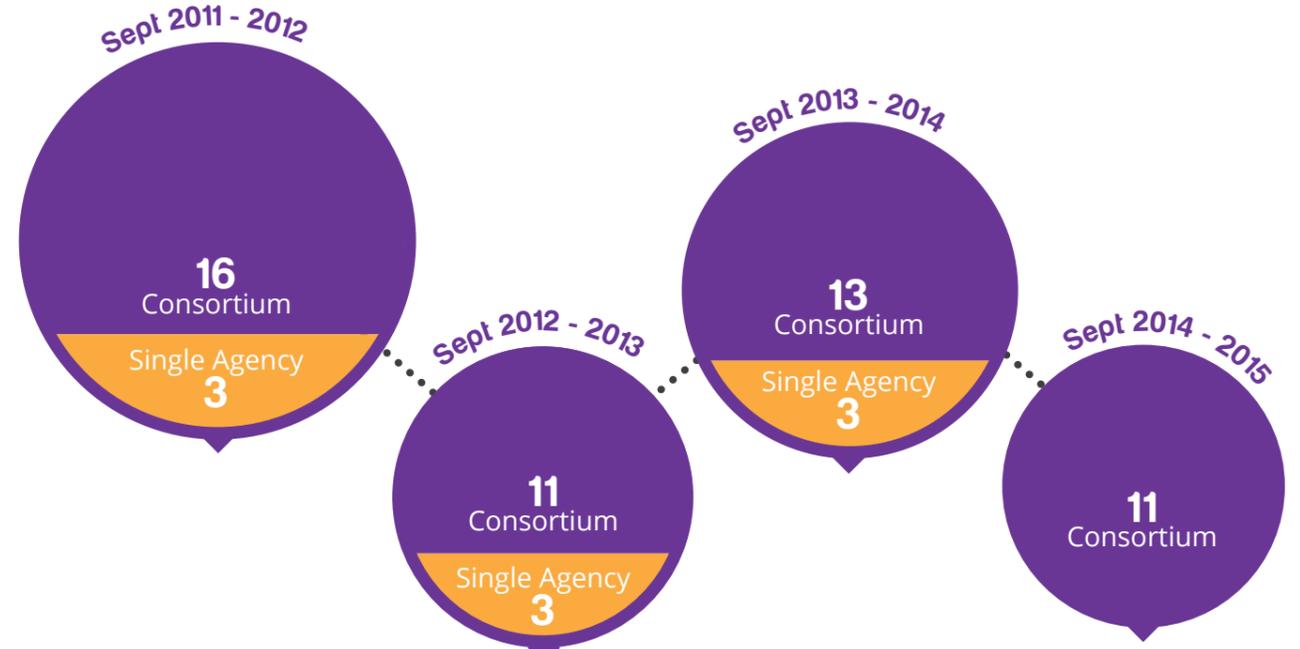
The HIF in numbers



Grants funded

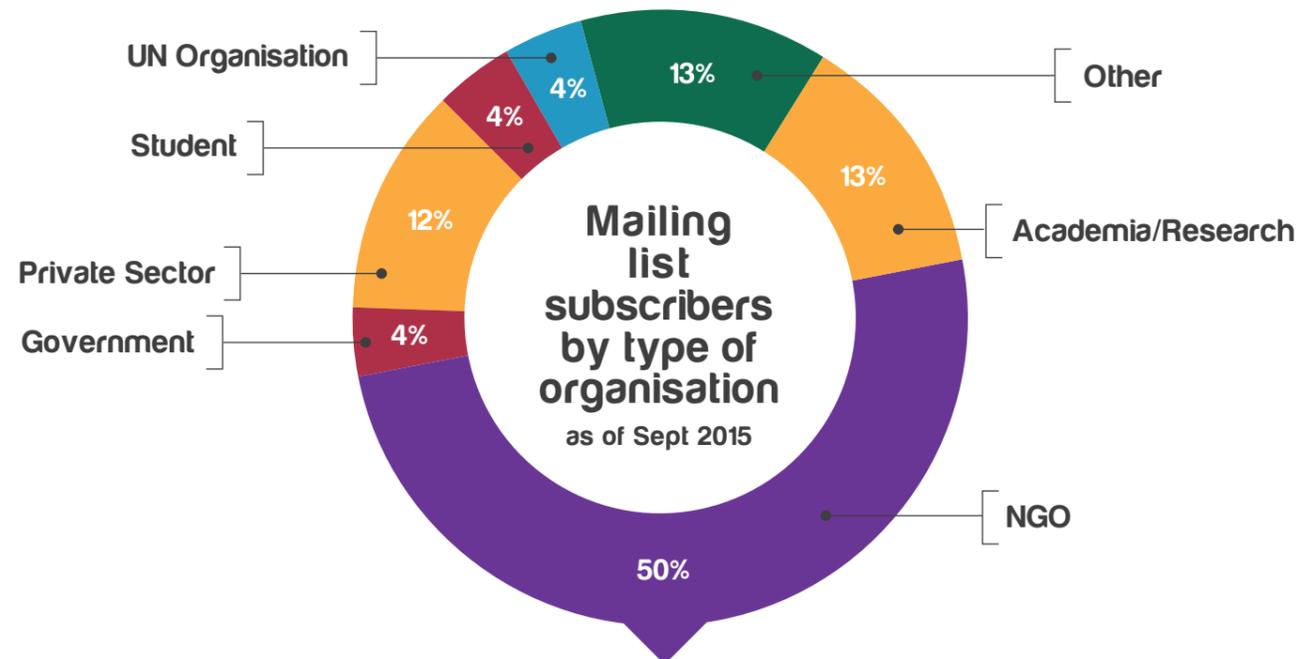


Grants funded: single agency vs consortium

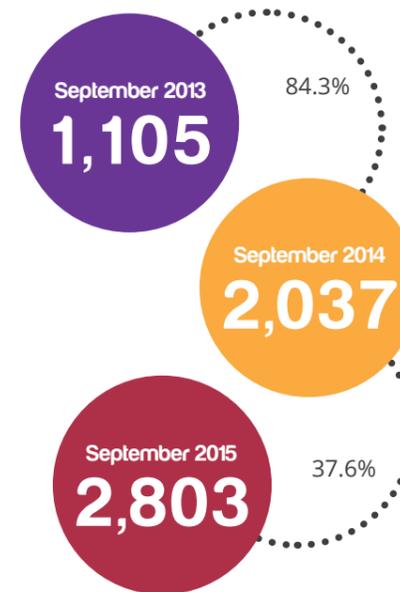


HIF communications

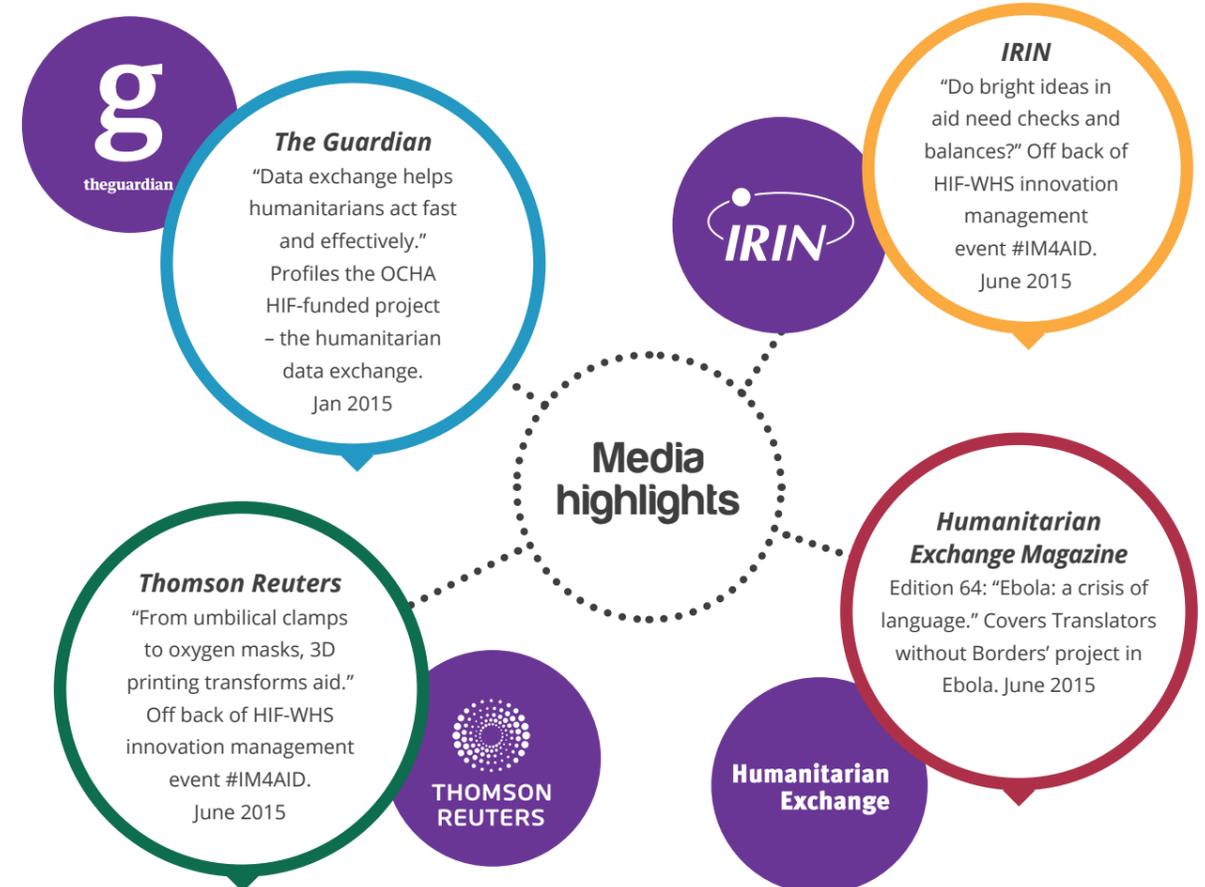
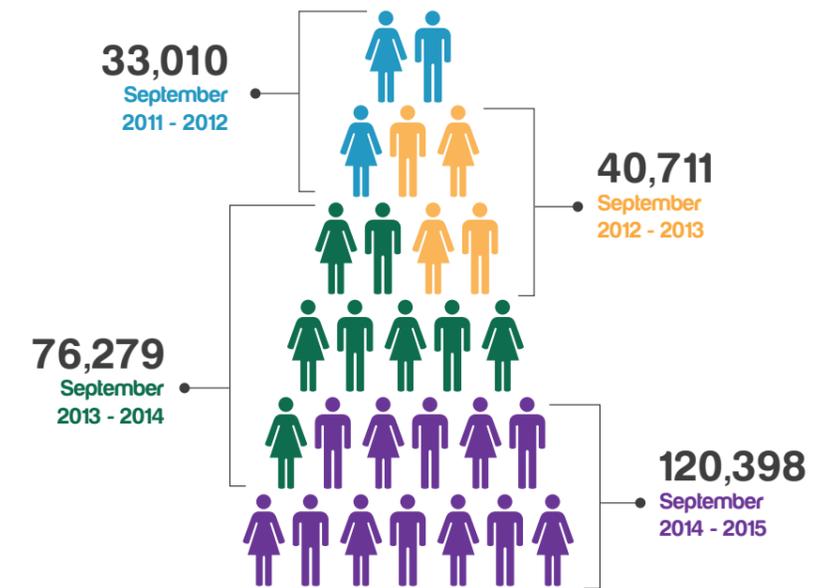
✉ Mailing list subscribers



🐦 Twitter followers



📄 Annual website visitors





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The HIF is funded by

