HUMANITARIAN INNOVATION FUND
Early Stage Innovation Final Report

– Please try not to exceed 5 pages (Arial, 12pts) excluding attachments –

Organisation Name	IFRC

Project Title	Surfacing and supporting local innovation in floods resilience in Indonesia
Partner(s)	Palang Merah Indonesia (Indonesia Red Cross), Bandung Institute of Technology, Indonesian National Agency for Disaster Management (BNBP), Hamburg University, Zurich Insurance, Humanitarian Leadership Academy, Pulse Lab Jakarta, Global Disaster Preparedness Center
Problem Addressed / Theme	People and communities are adapting and innovating in response to increased risk of floods and other humanitarian challenges. However, there is insufficient recognition and support for the innovations that people are making to build resilience in the face of these threats. <u>New approaches are needed to identify and support the innovative efforts taking place at local level.</u>
Location	Indonesia
Start Date	**1 January 2017**
End Date	**30 September 2017**

Total Funding	Total HIF and other contributions to this project
Total Spent	£49,382 (total HIF funding)

Innovation Stage	Invention

Type of Innovation	Methodology for surfacing innovations at local level
Project Impact Summary	The following points highlight the impact of the project: **1. Validated the applicability of the Lead User methodology in the humanitarian field[1]** The main objective of the project was to test a methodology used in the private sector to identify innovators and innovations in a humanitarian context. The project was successful in testing the methodology and validated its applicability for humanitarian use. Ultimately, we were able to identify 22 lead user innovations, including using black soldier flies to process organic waste that then serves as livestock feed; tools like ecofunopoly, a board game designed to raise educational awareness; and a garbage for health insurance service and business model. See Annex 1 for an overview of all the process and innovations identified The local Red Cross has selected 3 Lead User innovations for incubation and inclusion as part of Red Cross programs. See Annex 2 for details on the 3 innovations. **2. Documented and presented the results of the work to diverse audiences** We documented and disseminated the results of the Lead User process. We also compared the results of the Lead User methodology to the Innovation Challenge methodology, which we ran simultaneously to complement this project and offer a contrasting methodology. A summary of the presentations and documentation are included below: a) Presentation: The 24th Innovation and Product Development Management Conference, which took place June 11th – 13th in Reykjavik, Iceland b) Presentation: The 15th International Open and User Innovation Conference, which took place the 10-12 July, 2017 in Innsbruck, Germany c) Presentation and publication: The 9th International Innovation Social Research Council (ISIRC) conference, which will take place the 12 – 14 December, 2017 in Melbourne, Australian (planned). Supporting documentation: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3070877

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[1] In addition to the HIF supported Lead User research, we concurrently ran an Innovation Challenge. This allowed us to compare the results of the two methodologies in terms of their ability to identify humanitarian innovators, the usefulness of those innovations, overall cost and time commitment, etc. While this report is focused on the HIF funded Lead User research, the supporting research and documentation of the project looked at both processes in a comparative manner. This additional impact was not foreseen as part of the original project scope.

d) Blog posting in the Stanford Social Innovation Review.
https://ssir.org/articles/entry/two_paths_to_supporting_grassroots_innovation

e) Select innovations highlighted on IFRC innovation website
https://media.ifrc.org/innovation/tag/lead-user/

f) Final presentation on the results of the Lead User research from Hamburg University – Annex 1

g) Independent evaluation of the Lead User and Innovation Challenge processes – Annex 3

h) Overview of innovations selected for incubation – Annex 2

ACTIVITIES CARRIED OUT

1. Describe all the activities carried out. Please attach a workplan or log frame, if these were used.

a) **Kick-off workshop**
The kick-off workshop was held at the beginning of the project in Indonesia and included the research team of Hamburg University of Technology together with the main local partners. The objective was to set the scope for the project and the decision was made to focus on river floods and to exclude solutions addressing coastal floods.

b) **Identification of needs and trends – expert interviews**
After the kick-off meeting the researchers dived deeply into the topic to identify the underlying needs and trends in flood resilience in Indonesia. Over the course of four months, two researchers conducted desk research and interviews. Emails were sent to 210 experts in the field of flood resilience. They received 116 responses, which led to 48 interviews and 68 email conversations with experts[2].

c) **Core team review workshop**
A workshop was held at the IFRC in Geneva with virtual participation from colleagues in Jakarta and Washington DC to select the most relevant macro and micro drivers of floods in Indonesia based on the research findings. There were:

Macro drivers	Climate change, urbanization, improper waste management and deforestation
Micro drivers	Sea level rise, change in rain patterns, land subsidence, drainage blocking, reduction in absorption capacity of soil

d) **Desk research, identification of analogous areas**

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[2] There numbers represent the total number of interviews done as part of both activities a) and d).

Additional desk research and interviews took place to identify specific innovations related to the identified drivers.

e) Field work
Finally, the researchers visited Indonesia for eleven days to meet and to interview five Lead Users and four thematic experts as well as to visit five flood prone villages.

f) Concept preparation
Of the 23 total innovations identified, the 9 best were invited to the innovation showcasing event. Prior to the event support was provided to the innovators to develop presentations and pitches for potential investors.

g) Ideation and presentation and innovation showcasing event
The innovation conference was help in late February 2017 with the 9 selected Lead Users. Ideas were pitched to humanitarian actors and potential investors.

2. If you have made changes or amendments to the planned activities and objectives that have not been detailed in an *Agreement Amendment Form*, please list them here.

ACHIEVEMENTS

3. Has the project demonstrated the success of the innovation or idea?

By 'success' we mean that the innovation has achieved the planned positive impact/outcome, or that the idea has proven effective.

☐ Completely successful

☒ Significantly successful

☐ Partially successful

☐ Completely unsuccessful

Please explain further:

The project was successful in its objective of testing an innovative methodology. As outlined above, we completed all the planned activities and overall the results were positive. The methodology worked well in identifying innovators and the subsequent conference for showcasing innovations was successful.

In addition to showcasing the innovations, the conference was also designed to help the innovators build partnerships with humanitarian actors and donors. Over the 2-day event a total of 18 innovations were heighted, 9 of which were Lead User innovations. Of the 9 Lead User innovations, 3 were selected by the Indonesian Red Cross to further develop and potentially integrate into their programs. This development / incubation process is currently ongoing.

See Annex 2 for an overview of the innovations selected for incubation by the Indonesian Red Cross.

Where we would have liked to have seen more impact is around the partnership building and incubation. Significant focus on the project was put on the Lead User process / identification of

innovators and the innovation conference. Both activities were successful and we were generally pleased with the results. However, with so much focus and energy going into the process and event, post-event activities were underprioritized and we were slow to move into the development/incubation and adoption process. Things are finally moving forward, but in hindsight we should have set out a longer-term vision and planning to maintain momentum post-event.

Additionally, tried and were unable to bring additional local partners into the process. While the local Red Cross was engaged, the local government and Bandung University had limited involvement.

Please see Annex 3 for a full evaluation of the Lead User research process (and innovation challenge) conducted by an external evaluator.

4. Please describe how the project achieved the planned objectives, and describe all of the results achieved through the activities indicated in Question 1.

Please see section on Project Impact for an overview of what was achieved, specifically a) validation of the methodology and b) documentation and dissemination of project results.

APPROACH

5. Describe how the approach, project design or methodology you used was OR was not appropriate to carry out the planned activities or to achieve the planned objectives.

Overall, we feel that the Lead User methodology was appropriate for identify local innovations and innovators. This is noted in both the research paper published by Hamburg University, which conducted a comparison via blind trial of the Lead User and Innovation Challenge methodologies; as well as in the external evaluation of the two innovation methodologies.

In terms of project design, as noted above, partnership development and incubation of results is an area were additional focused and resources were needed.

Please see Annex 3, which provides an evaluation of the process and results.

The blind trial study by Hamburg can be found here:
https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3070877

MAJOR OBSTACLES

6. Please list the three most significant obstacles faced during the project and describe how they affected the planned activities and results.

Obstacle	Impact of Obstacle
1.Engaging local partners in the process was challenging due to the labour-intensive nature	Local partners were exposed to the Lead User methodology, but no enough to allow them to independently replicate it.

of the Lead User process, as well as compressed timelines for carrying out the research.

2. Maintaining momentum post-innovation event for incubation and adoption	There was a significant time lag between the innovation event and subsequent efforts to develop and use the ideas. As a result, the impact from process has not yet been as 'operational' as was expected.
3.	

7. Please indicate what steps were taken to address these obstacles and whether the solutions were effective.

Solution	Effective?
1. Efforts to engage local partners were ongoing throughout the project. Significant emphasis was put on bringing partners to the innovation event to help mitigate limited participation in the process and provide exposure to innovators.	Engagement of partners in the process was not effective. However, we were able to get significant participation from local partners in the innovation event, which was positive in terms of their exposure to innovations and innovative ideas. Also, innovators themselves were exposed to each other thereby strengthening their local networks.
2. We have contracted an innovation consultant (outside of HIF funding) to spend 5 months focusing on incubation and adoption of innovations.	Initial results are positive with innovators and the local Red Cross engaged in the incubation process. However, the process began a few months ago and additional time is needed to gauge effectiveness.
3.	

OPTIONAL: PARTNERSHIPS AND COLLABORATION

If you received HIF funding with partners or collaborators, please answer questions 8 and 9.

8. How and why did the partnership change during the course of the project?

The level of engagement of different partners ebbed and flowed over the course of the project. As mentioned above, local partners were not as engaged in the process as expected; however they have become more engaged, especially the local Red Cross, in the current incubation and adoption work.

The level of engagement from international partners has been less since the completion of the project, though organizational links have been build and collaboration is taking place in other areas (see below).

9. Are there plans to continue your partnership, either while continuing this innovation or on other projects?

☒ Yes, with this innovation

☒ Yes, with another project

☐ Maybe

☐ No

Please describe further:

For this project, Hamburg University was contracted to do the research and maintained strong engagement throughout. Given the positive results of the process, Hamburg has subsequently maintained engagement with the Red Cross on a pro-bono basis and we are working to identify complementary funding to apply the methodology in other contexts / countries.

Engagement with the local Red Cross continues and discussions are underway to host a local office of the Humanitarian Leadership Academy.

Zurich Insurance remains a partner and we are working to include further innovation efforts into a new multi-year cooperation agreement.

Engagement with other partners also continues, but on a more limited basis and primarily around information sharing.

DISSEMINATION

10. Please describe any steps taken to disseminate the outcomes of the project.

Please include all completed and forthcoming, as well as all planned and unplanned products (for example, research and policy reports, journal articles, video blogs, evaluations).

Please see project impact summary, point 2 at the beginning of this report. In addition to the points mentioned, we are also working on a basic guide that explains the Lead User process for humanitarian organizations. We expect that to be ready in the coming weeks.

NEXT STEPS

11. Will the project, idea or innovation be replicated, carried forward or scaled up?

☒ Yes

☐ No

☐ Maybe

Please describe further

As mentioned, Hamburg University is providing some pro-bono support to replicate the process. In addition, we are looking at different funding opportunities to cover local costs. We would like to replicate the process in a drought context and started work in the horn of Africa to do so. However, the process is labour intensive and we have put efforts on hold due to funding constraints and the need for dedicated local capacity to better achieve buy-in and the building of local capacity to replicate the process.

12. If the project or innovation could be carried forward, replicated or scaled up, please list the three most important issues or actions that will need to be considered *(where 1 = most important and 3 = least important)*

Suggestion/issue	*1*	*2*	*3*
1 Need for dedicated local capacity to take the project forward. We did not include this in the current project and assumed we could draw from existing local human resources to implement the project. However, the Lead User process is labour intensive and we were unable to get the time commitment needed at local level to adequately support the work.	☒	☐	☐
2 Related to the above, funding is needed to implement the process. We are trying to replicate efforts in the Kenya, Somalia and Ethiopia using a much lighter 'volunteer' type model, but have been unsuccessful. Dedicated resources are needed to properly implement and adequately incubate the innovations (through partnerships, technical support, etc)	☒	☐	☐
3 More focus needs to be put on how identified innovations can be taken forward. While identifying innovations is a key step, without incubation and adaptation of the innovations by humanitarian actors, identification services no purpose. Now that the process has been validated, complementary efforts need to be focused on the incubation and adaptation process. We are attempting this in Indonesia, but for future work a better developed strategy needs to be in place before identification starts.	☒	☐	☐