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Impact Evidence and Beyond:
Using Evidence to Drive Adoption of Humanitarian Innovations

Practical Pointers Checklist

Scaling Series

PRACTICAL POINTERS CHECKLIST

Get the right evidence, to the right stakeholders, in the right way

Identifying and understanding stakeholders

Check	Practical pointers
☐	• **Undertake stakeholder mapping: identify the target impact group, users and decision makers.**[94] - Consider other indirect stakeholders, who could include regulators, government, suppliers and researchers. - Use your business model to help determine who your stakeholders are. - Use your network, including intermediary organisations in the humanitarian innovation sector, to help with your mapping.
☐	• **Engage with people who have insider knowledge.** - This could be a variety of people, including field staff who know local communities; and humanitarians with extensive sector knowledge who understand organisations' structures, priorities and decision-making processes
☐	• **Attend meetings and conferences: network to try to learn how stakeholder organisations are structured and operate.**
☐	• **If the stakeholder is an organisation (eg, an NGO or UN agency), consider approaching local-level actors such as country offices, first.** - Higher levels (including HQ) are likely to be less flexible and more bureaucratic.
☐	• **Consider the sector you are operating in to determine which humanitarian organisation actors are most relevant.**
☐	• **Understand common stakeholder enablers and constraints.** - Speak with your project's stakeholders to see whether their enablers and constraints are unique.

94. Tools to help with this include the Humanitarian Innovation Guide stakeholder analysis tools.

Identifying and understanding stakeholders

Check	Practical pointers
☐	• **Use tools such as Force Field Analysis to visualise stakeholders' enablers and constraints.**
☐	• **Invite stakeholders to participate in designing, implementing and evaluating the innovation from as early as possible.** - This includes potential target impact groups, users and decision makers (donors, intermediaries and humanitarian organisations). - Seek stakeholders' feedback on the innovation: let them interrogate it and set up a forum for questions and answers. - When seeking buy-in from stakeholders, focus on the organisation (or team) rather than individuals: this will mitigate the impact of people changing positions or leaving.
☐	• **Find out the potential adopters priorities and policy agendas and try and align your innovation with them.** - Use evidence to show how they are connected. - If your innovation does not fit existing priorities or policy agendas, consider advocacy for it to be included in future programming.

Prioritising and generating evidence

Check	Practical pointers
☐	• **Be aware that proof-of-concept evidence needs to be substantiated and supplemented by other types of scaling evidence.** - Different types of evidence become more or less relevant depending on what stage of the innovation journey the innovation is at.

☐	• **Produce scaling evidence, including:**
	  - Proof-of-concept evidence.
	    ◇ Evidence that the innovation works, is effective and improves lives.
	  - Evidence that demonstrates the problem.
	    ◇ Draw on existing or new research to show why it should be a priority (eg, provide metrics on what happens if the problem is not addressed).
	  - Evidence that the innovation is the right solution to the problem.
	    ◇ Show compatibility with target impact group and user needs, and with adopters' values and ways of working.
	    ◇ Show there is a demand for the innovation.
	    ◇ Show how the innovation compares to competition (in the marketplace and against the existing solution).
	    ◇ Show value for money (VfM) analysis.
	    ◇ Show how the innovation improves adopters' lives.
	  - Evidence of a detailed scaling strategy that is feasible and sustainable.
	    ◇ Show an understanding of how the innovation performs in context, building process-related data that can trace the potential impact and feasibility of the innovation in different settings.
	    ◇ Systematically gather evidence that justifies or pressure-tests the scaling approach, delivery and business models: this includes detailed financials, plans for rollout and risk assessments.
	    ◇ Document decisions that were made throughout the scaling process and why, and build towards detailed implementation or quality control guidelines.
	  - Evidence of the innovation team's ability.
	    ◇ Build confidence in the innovator's capacity to manage the scaling process by showing evidence of a well-managed team and partnerships.

Prioritising and generating evidence

Check	Practical pointers
☐	• **Prioritise evidence that will go to the heart of the decision-making: what is the question the decision maker wants answered?** - Distinguish vanity metrics, which may look good in a newsletter or on a website, from decision-relevant clarity metrics, which are likely to be used by a decision maker.
☐	• **Consider your research questions and determine what types of evidence are most suitable to answer them (see Table 7).**
☐	• **Understand what standard of evidence you are likely to be required to meet depending where you are on your innovation journey: if necessary, seek funding and partnerships to undertake research.** - If at an early stage and experimental evidence is not feasible, produce compelling theoretical evidence that shows your real potential for impact.
☐	• **Improve how stakeholders perceive your evidence by:** - Using expert opinions to improve credibility. - Communicating evidence frequently and transparently.
☐	• **Find the right research partner who can provide support in undertaking and communicating research and conveying the credibility of the evidence.** - Highlight (or downplay) your strategic relationships when conveying evidence, to ensure that it is perceived as reliable and important.
☐	• **Tailor communication of evidence to the particular audience and their priorities.** - Use their evidence language.

Tailoring and communicating evidence

Check	Practical pointers

☐	• **Use platforms to facilitate stakeholder interaction.**
	  - Aim for face-to-face interaction with stakeholders.
	  - Present at or attend relevant conferences.
	• Be persistent and maintain regular communication to ensure stakeholder engagement.
	• Invite stakeholders to events around your innovation, such as workshops and trainings, even if just as a courtesy.
	• Consider if open-sourcing part or all of your innovation will be suitable for engaging with stakeholders.

☐	• **Use storytelling.**
	  - Consider whether emotive storytelling to 'win hearts and minds' is suitable for your innovation; for example, some tech innovations may consider this unnecessary as tech can often speak for itself.
	  - If using storytelling:
	    ◇ Gather stories from target impact groups and users, testimonials of former sceptics and anecdotes about the determination of the innovation team.
	    ◇ Focus on impact, draw on emotions of your stakeholders and highlight the uniqueness of your innovation and scaling journey.
	    ◇ Consider portraying the innovation using clichés such as 'the underdog', and 'being in the right place at the right time'.
	    ◇ Be honest and include stories of where things have gone wrong and the innovation has had to pivot.

☐	• **Give demonstrations:**
	  - If possible, demonstrate your solution in action.
	  - Consider using visual evidence such as diagrams, pictures, videos and data visualisations.

☐	• **Leverage peer-to-peer mechanisms:**
	  - Use evidence to get intermediaries such as opinion leaders, change agents and champions on your side.
	  - Leverage intermediaries to help give your evidence a stronger voice.
	    ◇ Create or participate in forums that are relevant to your topic to get stakeholders such as academia and humanitarian organisations on your side.
	    ◇ Consider training and embedding a representative of your innovation within a stakeholder group (eg, within a target humanitarian organisation).

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