Community-Led Innovation Partnership
Program Evaluation

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Evaluation Report | March 2023

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List of Acronyms

ADRRN	Asian Disaster Reduction & Response Network
ASB	Arbeiter-Samariter-Bund
ASECSA	Asociación de Servicios Comunitarios de Salud
CBO	Community-based organization
CDP	Center for Disaster Preparedness
CIQAL	Center for Improving Qualified Activities in Life of People with Disabilities
CLIP	Community-Led Innovation Partnership
COVID	Coronavirus disease
CPR	Communities of Population in Resistance
CSO	Civil society organization
COCODE	Consejos Comunitarios de Desarrollo Urbano y Rural (Community Councils for Urban and Rural Development)
DRRM	Disaster Risk Reduction and Management
DEPP	Disasters and Emergencies Preparedness Programme
DFID	Department for International Development
DRC	Democratic Republic of the Congo
FAO	Food and Agriculture Organization of the United Nations
FCDO	Foreign, Commonwealth & Development Office
FDTB	Forum Disabilitas Tangguh Bencana
FGD	Focus group discussion
FKWA	Forum Komunikasi Winongo Asri
FPRB	Disaster Risk Reduction Forum / Forum Disabilitas Tangguh Bencana
FY	Financial year
HAKILAWA	Hagdan, Kinatarcan, Langub Workers Association
HIF	Humanitarian Innovation Fund
IDEAKSI	Ide Inovasi Aksi Inklusi
(I)NGO	(International) non-governmental organization
KII	Key informant interview
LGBTQ+	Lesbian, gay, bisexual, transgender, queer, and others
LINGKAR	Perkumpulan Lingkar
M&E	Monitoring & Evaluation
MRC	Merapi Rescue Community
MDRRMO	Municipal Disaster Risk Reduction and Management Office
MTWRC	Mindanao Tri-people Women Resource Center
NLMFA	Netherlands Ministry of Foreign Affairs
PB PALMA	PB Palma GKJ Ambarrukma
Pinnovation Academy	Pinoy Innovation Academy
SETI	Science, engineering, technology, and innovation
SNAF	Santo Niño de Cebu Augustinian Social Development Foundation
TLDFI	Tribal Leaders Development Foundation, Inc.
UK	United Kingdom
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
YEU	Yakkum Emergency Unit

Executive summary

Introduction

The Community-Led Innovation Partnership (CLIP) program supports the creation, scaling, or adoption of locally-driven solutions identified and designed by people affected by crises and is actively pushing to realize humanitarian responses that meet existing humanitarian needs in a dignified, sustainable, efficient, and effective way. Implemented by global consortium partners Elrha, Start Network, and the Asian Disaster Reduction & Response Network (ADRRN) together with country partners the Center for Disaster Preparedness (CDP) in the Philippines, the Start Network Hub in Guatemala (hosted by la Asociación de Servicios Comunitarios de Salud — ASECSA), and Yakkum Emergency Unit (YEU) in Indonesia, the CLIP aims to forge a new path in humanitarian innovation, creating a learning-centered space that provides for flexible experimentation and exploration and inverting traditional models of humanitarian assistance to drive community ownership and sustainability.

The program, which is active in three countries (Guatemala, Indonesia, and the Philippines),[1] is now concluding its first phase (April 2020 – March 2023) and has commissioned an external evaluation of the initiative to prepare for upcoming activity and strengthen its approach and relevance in the near future, as a new provisionally confirmed second phase (April 2023 – March 2025) is already beginning the planning process.

Overview of the program and partnership structure

The CLIP supports community-based and community-led innovations, driven by those affected by humanitarian crises, as a means to improve the relevance and effectiveness of humanitarian interventions with a focus on preparedness, response, and resilience. The program is funded by the United Kingdom (UK) Foreign, Commonwealth & Development Office (FCDO, formerly DFID — the Department for International Development). The structure of the program centers the country partners (CDP, YEU, and ASECSA) as the key interlocutors between the global consortium and the communities and innovators. The global partners (Elrha,[2] Start, and ADRRN) act as guides and advisors, providing a comprehensive support system in the form of financial management and oversight; technical advice and programmatic framework design; learning and evidence collection and synthesis; and access to the international humanitarian and innovation communities. The country partners maintain close ties with the global partners[3] and have been involved in each of these oversight and development processes, as well as leading the

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1 The CLIP was initially also active in the Democratic Republic of the Congo (DRC). The DRC component was discontinued in the first iteration of the CLIP due to budget cuts by the donor in the design stage of the program, FCDO, as well as internal investigations regarding country partner organizations. The next iteration of the CLIP plans to include South Sudan instead of the DRC.
2 Elrha manages the relationship with FCDO and holds the role of grant recipient.
3 Start Network works most closely with ASECSA, while ADRRN holds the relationships with CDP and YEU.

implementation of the CLIP in their respective countries through direct community and innovator engagement.

Overview of evaluation methodology

Taking into consideration the ultimate objectives and the structure of the partnership as key components to evaluate, Catalystas Consulting was commissioned as an external evaluation team to investigate the added value of the partnership, the overall effectiveness and impact of the CLIP, and the key factors enabling or hindering the success of implementation in each country, from local context to cost efficiency. Through participatory collaboration with global and country partners, the team overcame limitations around access to key early stage global partner personnel, documentation, and communities made inaccessible due to weather conditions and security concerns, effectively enabling a comprehensive evaluation examining the core research questions:

1. What is the added value of the partnership?

2. To what extent have country initiatives been effective in supporting local community leadership and providing appropriate support to innovators?

3. What have community innovations achieved to date, and what is the impact to date on targeted communities (evaluated via 2-3 targeted case studies per country)?

Added value and good partnership practices

Ultimately, the CLIP is clearly committed to interweaving humanitarian innovation with localized approaches and has laid a beautiful foundation of tight-knit partnerships which enable each country to realize innovation in the way most reflective and respective of their unique contexts, needs, and realities. With this groundwork already showing early signs of demonstrable impact on social dynamics, community mindset, and transformative program structures, this evaluation found the CLIP — and all of its involved partners — to be on the right path.

Drawing from human-centered design and social innovation methodologies initiated by the coordinating partners, the country partners were supported in working with their communities along a journey staged in four phases:

(i)   Explore: Identify priority problem areas within communities

(ii) Discover: Identify and select ideas, solutions, and community innovators

(iii) Develop: Support community innovators to develop and test their ideas

(iv) Grow: Support sustainability, uptake, and scaling of solutions

Country partners were encouraged to think about the phases in a cyclical way and with instances of learning and reflection. Each country partner designed the implementation of the program and the stages, indicating common aspects such as structure, goal, focus, resources, spaces, sustainability, stakeholders, and assumptions.
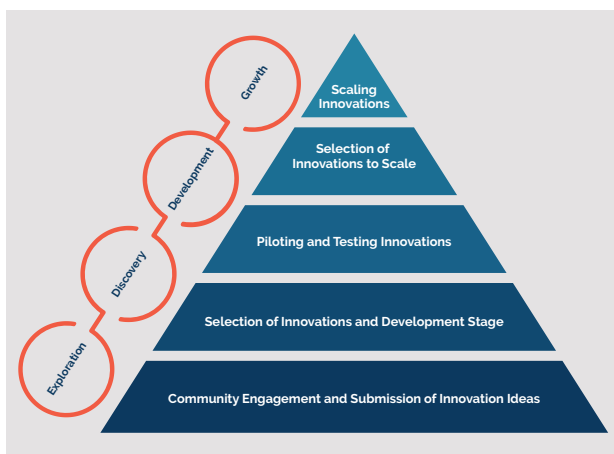
The main value of the CLIP, which applies to all parties, is the strengthening of communities' greater capacity to identify and address their own needs and problems. The communities' active role overcomes the traditional objectification of communities as passive recipients, allowing the innovators to design solutions better suited to each context, while learning by doing how to become innovators and active problem-solvers themselves. The recovery and enhancement of ancestral and indigenous knowledge is another key element important for each country partner, though it is addressed in a different way in each location. Additionally, the close relationship with community leaders is a crucial factor in the program that has driven buy-in and acceptance of the innovation processes and impacts, as well as shifting mindsets across communities. This is further bolstered by the teams' special efforts to promote the inclusion of women, children, adolescents, youth, the elderly, and persons with disabilities as innovators, target groups, and key community members with essential insights. Furthermore, in the process of tailoring support to the innovators and communities based on their needs, the earlier deployment of technical support

has built the capacities of innovators from the beginning and supported the transformation of these growing skills and remaining needs into tailored technical expertise support to design and test innovations that better fit their communities and contexts, within the available resources.

In addition to the core focus on local ownership of community-led activities and the capacities of local innovators, the program emphasizes the importance of learning, evidence, and innovation as a non-linear process that should be adaptive, agile, and based on reflection. A critical component of the CLIP, and one of its key values as an innovative localization program, is the realization of this process in a safe and creative environment that allows local innovators to fail and learn from their mistakes, enabling both innovators and country partners to take active roles in resource allocation and flexible adaptation of programming. Furthermore, a cornerstone of the CLIP is the dissemination of programmatic learning with the wider sector. Although this is facilitated by the global consortium, more could be done to highlight the achievements — and the challenges — of the CLIP on a global scale among the international community.

Looking inward, programmatic learning between partners is also a key value of the CLIP. The strong platform created between the multi-layered stakeholders involved in the CLIP greatly improves the effectiveness and efficiency of the program overall; country partners who might never otherwise have interacted with one another are able to effectively come together and exchange knowledge and practices. Faced with

the challenge of multiple languages and differing time zones, there is a continued necessity to innovate ways of maintaining communication between partners and to invest in translation and face-to-face meetings. The evaluation highlights as a good practice the largely clear delineation of the various partners' roles and responsibilities, allowing fluid and constant collaboration between global and national teams as well as between national teams, innovators, and communities. Likewise, the willingness of the global partners to support the contextualized implementation of each country partner's approach to the program (based on the conditions in each location) while encouraging innovation and experimentation mindsets has led to highly positive outcomes with regard to the relevance, effectiveness, and impact of the innovations themselves. Despite the highly contextualized approach to implementation, programmatic coherence has also remained strong thanks to the emphasis on consistent learning and exchange between partners. Finally, while each country partner has made a solid start in developing strong networks of experts and mentors at the local level, as well as in linking the innovations and communities with other organizations and private/public entities to strengthen local ecosystems, global partners can ultimately strengthen the support — particularly in terms of technical advice and expertise — provided to the country partners and in turn to the innovation teams.

Cross-cutting trends and disparities

When it comes to the overall findings on the implementation of the CLIP, there are a number of trends and themes that are present across the program, despite each country's highly nuanced and localized contextual application of innovation and humanitarian disaster risk reduction. While the vision of the CLIP is the realization of a fully community-led program, this goal has been balanced out of necessity against the existing humanitarian systems, structures, and capabilities of each country as well as the global structures within which all partners must operate.

While all innovations across all three countries were **relevant** in terms of addressing issues facing each community involved, not all solutions were completely generated by the communities themselves, which hindered the core community-led aspect of the program. In the Philippines in particular, Catalystas found that some innovations were developed outside of the communities themselves,[4] focusing primarily on the solutions and utilizing the CLIP to pilot and test the innovations in applicable communities. This was found to contrast the processes in Guatemala and Indonesia, where the identification of problems and the mapping of existing solutions led by the community were prioritized.

Regarding the **sustainability** of the program, the initial emphasis was on

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4 An example of an externally developed innovation is the Naci Dike, details of which can be read in the below case study.

technical and social sustainability, relegating the relevance of the economic sustainability of the innovations. Toward the end of the program, all three countries started to take more into account the economic sustainability of the innovations as an additional prerequisite for their success. Additionally, the power balance dynamic shifted throughout the program implementation process as partners increased their capacity to self-manage programs and funds and became less dependent on external management from global partners and other allied organizations, and trust between all partners was continuously strengthened. In all three countries, more informal and unconventional monitoring and reporting procedures, centered on learning and processes rather than results or products, made the process of tracking changes and progress a more sustainable one, albeit one that necessitates a long-term focus. Finally, the innovations driven by community involvement and ownership seem to have had the highest rates of sustained community engagement and successful scaling or growth as best befits each community. In each of the three countries, the CLIP's **coherence** has enabled as a good practice the deployment of technical support from the beginning of program implementation, which later evolved into tailored technical support, enabling the innovators to design and test innovations more suited to both their contexts and the available resources. While some differences remain, clear cross-cutting threads can be seen in how each country partner has understood and implemented the key themes of innovation, sustainability, and

value. This can be largely attributed to the continuous engagement and exchange between country and global partners; it has enabled a constant flow of ideas, successes, challenges, and approaches between organizations that would likely have never interacted without the CLIP bringing them together in one cohesive program. While each country retains a strong reflection of local realities, the coherence and coordination between all CLIP teams is clear — at the level of the innovators, the country partners, and the global partners.

In all three countries, the implementing partners have clearly gone above and beyond in reaching out to communities that are largely underserved, making clear impacts in communities where the CLIP works. The CLIP has clearly demonstrated **impact** on the ways these communities approach problem solving and innovation as a mindset; the communities' level of willingness to accept or challenge the status quo has also been impacted. Additionally, the CLIP has shown a clear integration of intersectional inclusivity, with special efforts made to include and facilitate the meaningful participation of minority groups (women, youth, the elderly, persons with disabilities, lesbian, gay, bisexual, transgender, queer, and others (LGBTQ+), and indigenous communities). Lastly, the impact of the central focus on communities' greater capacity to identify and address their own needs and problems has enabled them to break down the traditional approach of objectifying communities as passive recipients; instead, people within the communities themselves become active

actors, innovators, and problem solvers, designing innovations best suited to each context.

The **effectiveness** in each country is dependent on the conditions of localization and contextualization, and the level to which the innovations have been effective is related to how well these preconditions were reflected. For example, Guatemala staggered the program implementation in different cohorts, allowing them to apply learning with each new cohort. Through recreational and artistic activities, the program provided opportunities to hone human skills such as community relations and networking, public speaking, active listening, leadership, peer-to-peer learning, etc. As for Indonesia, the good relationships and balanced power dynamics between communities and innovation teams provided a sense of ownership and trust between the two parties as well as the provision of human skills to strengthen capabilities. In general terms for the three countries, knowledge management and communication best practices reflect the preferable approach of knowledge exchange rather than a transfer of information, which recognizes the active role of communities within the program; the knowledge exchange at different levels and between different actors; and the development of a number of learning materials for dissemination.

In terms of **efficiency**, the program´s flexibility proved to have added value with regard to the needs of each actor to adapt program activities at a rapid pace.

For instance, FCDO budget cuts greatly hindered the initial efficiency of the program, necessitating a restructuring of the CLIP and a reduction of all activities, additionally causing a loss of valuable time in realizing the innovation processes themselves. However, once the program was restructured, the partners seem to have been as efficient as possible in their management of program activities and resources in each country.

Economically speaking, budget cuts by the donor had major impacts on the CLIP's ability to reach as many communities as originally intended following the intensive scaling back of the program. However, it was noted by all global and country partners that the global partnership did its best to protect local innovation activities, and the brunt of the cuts were taken at the global level rather than cutting country-level programs. At the country level, the budget cuts resulted in a reduction in the number of innovations supported by the program in each country, a decrease in financial support for the innovations in Indonesia and the Philippines, and a reduction in the staff capacity for all partner organizations. Regarding **equity**, while all three countries have laid a solid foundation for the equitable allocation of resources and approach to innovation itself, ASECSA seems the most progressive in the equitable distribution of resources based directly on the needs of each innovation team, while CDP and YEU have utilized an equal allocation approach in the first iteration of the CLIP.

Summary of recommendations

In conclusion, Catalystas proposes the following recommendations to strengthen and improve the next iteration of the CLIP:

On the overarching programmatic level:

- Facilitate the selection and support of diverse innovators, in particular encouraging and supporting implementing partners to:

  - Persist and progress in moving away from traditional top-down approaches to more community-led approaches.

  - Incentivize the inclusion of indigenous or traditional knowledge in the overall program methodology, contextualized for each location.

- Redirect more resources and technical capacities toward the successful accomplishment of the growth phase to assure the sustainability of the innovations over time, particularly with regard to technical expertise.

- Continue the procedure of reframing the monitoring & evaluation (M&E) process into a learning-/process-based approach instead of a results-/product-based one.

- Streamline and solidify financial management processes to ensure a clearer understanding of expected versus actual expenditure per partner at the oversight level.

- Aim to work more directly with informal, individual, and/or community-based innovators and innovation teams rather than working

through custodial and traditionally structured civil society organizations (CSOs) as third-party implementing partners handling the majority of project and financial management. In the same vein, aim to equip innovation teams with increased resources and technical support to build internal capacity.

- Develop an intersectional gender inclusion strategy as well as an exit strategy.

- Within the partnership, strengthen the systematization and analysis of the vast amount of data and learnings — in particular financial — collected from the program, with a streamlined organizational structure to ease the process of synthesis and draw out cross-cutting themes, trends, gaps, and opportunities.

On ecosystem strengthening:

- Within the CLIP dynamics, reframe existing roles to shift power dynamics further in favor of localized decision-making, increase the level of trust in country partners as leaders, and increase risk-sharing by global partners.

  - Further decentralize programmatic decision-making to the level of the implementing partners wherever possible.

- Design mechanisms to incentivize the strengthening of direct relationships between the implementing partners and communities to increase the effectiveness and efficiency of the program. It is noted that while certain country partners made the deliberate decision to limit direct

relationships with communities in favor of allowing innovation teams to lead community engagement, direct community engagement can serve as a reinforcing support system rather than undermining innovator communication.

- Continue to expand the network of technical experts and mentors to support innovations and to promote articulation and feedback mechanisms between innovators to leverage and increase the power of the network.

- Tap into local partners and programs that, with a shared vision about the future and expected changes, can help the innovation to move forward with the changes expected by the CLIP program.

On knowledge management and communication:

- The global partnership should increase support to implementing partners in disseminating knowledge management materials to wider audiences in order to further expand the reach and impact of the CLIP's activities, both in the three countries and globally.

- It could be a highly beneficial next step to create a national or regional strategic coordination network of communities, CSOs, and non-governmental organizations (NGOs) focused on strategic communication of practical applications of innovation programming, in particular with the

inclusion of increased opportunities for country partners to hold in-person exchanges and sessions.

On resource allocation:

- It is recommended that while the disbursement of cash as a specific form of financial support may be a positive method to increase trust-building with innovators and communities, any such activity should be accompanied by a capacity-building component on resource management and financial literacy to aid the sustainability of the program, with adherence to the aforementioned improved financial reporting processes. Financial support in the form of in-kind materials, such as in the case of ASECSA, should also be considered a positive approach worth continuing.

- The specific learning exchange sessions between ASECSA, CDP, and YEU should continue, with specific knowledge-sharing sessions on the development of resource allocation approaches in shifting from an equal approach to an equitable approach based on each innovation's needs, such as has already been initiated in Guatemala.

- Partners should strive to identify private, public, and national/international cooperation entities to link the partners and innovators together for post-CLIP sustainability, with the inclusion of capacity-strengthening components on resource mobilization and appropriate private/public sector business development training.

About the CLIP

The CLIP program aims to support the emergence and development of locally driven solutions to humanitarian problems identified by people affected by crises. The program is funded by the FCDO (formerly DFID). The partnership consists of Elrha, the Start Network, and ADRRN as managing organizations, who work with the CDP (the Philippines), the Start Network Hub in Guatemala (hosted by ASECSA), and YEU (Indonesia) as implementation partners.

The program is active in Guatemala, Indonesia, and the Philippines and is adapted to the local context of each country. Originally, the program was active in the Start Network Hub in the Democratic Republic of the Congo (DRC), but due to substantial budget cuts by FCDO in 2021, the program underwent a considerable remodeling, a pause in its set-up, and renegotiations of partnership contracts; ultimately, the decision was made to halt CLIP work in the DRC. A small innovation pilot in the DRC was launched but was not funded by FCDO under the existing CLIP program.

Theory of Change

The Theory of Change clarifies the vision of the CLIP, which is ultimately working toward humanitarian responses that adequately meet existing humanitarian needs in a dignified, sustainable, efficient, and effective way through working with communities and local innovators, as well as by supporting the creation, scaling, or adoption of locally relevant solutions designed and driven by people affected by crises. Additionally, the actors who take part in the program aim to share the lessons learned with the wider sector. Besides the focus on local ownership of community-led activities and the capacities of local innovators, the program emphasizes the importance of learning and evidence as well as innovation as a non-linear process that should be adaptive, agile, and based on reflection. All of this should take place in a safe and creative environment that allows local innovators to fail and learn from their mistakes.

The methodology of the CLIP follows four overarching stages: Exploration, Discovery, Development, and Growth. While each stage has a core objective, the emphasis on iterative learning enabled each country partner to develop its own approach within the context of each phase of programming.

exploration — discovery — development — growth

	community engagement	selection processes enacted	community-led solutions	innovation and team capacity development
ASECSA	Meetings with authorities, community leaders and socialisation of the programme. Participatory community diagnosis and recreational activities.	Formation of innovative teams, workshop on innovation cycles, exchange of experiences with other innovators.	Construction of a project proposal by group with specific technical support. Selection process carried out by a Selection Committee.	Financial and technical support for the selected ideas. National meeting of innovators and networking with other spaces and organisations.
CDP	Outreach campaign in national media, needs assessments and meetings with community members and leaders	Formation of innovative teams, mentoring of potential community-led ideas	Workshops on financial and project management, selection process carried out by a Selection Committee consisting of experts and CLIP partners.	Financial and technical support for the innovations. Cycles of learning and pivoting based on monitoring, and exchange of experiences. Innovations can apply for a top-up
YEU	Direct engagement through needs assessments and facilitation of meetings with community members for inputs and insights	Outreach to communities with existing relationships to solicit applications; selection committee of local experts convened; trainings provided during selection process	Innovations developed based on community insights, needs, and regular feedback. Regular trainings and capacity building provided to innovation teams.	Innovators can apply for scale-stage funding; not all are accepted. Selected innovations are provided additional training and technical support.

Structure of the partnership

The CLIP is structured in a multileveled partnership, with global partners Elrha, Start Network, and ADRRN acting as guides, advisors, and grant distributors for the three country-level implementing partners: ASECSA (Guatemala), YEU (Indonesia), and CDP (the Philippines). The country partners are the cornerstone of the program, maintaining direct relationships with the innovations and communities and conducting program activities throughout implementation. Each country partner also has direct links to the global consortium, with Start Network working closely with ASECSA, and ADRRN with YEU and CDP. Elrha holds the direct link to the donor, as the grant recipient and point of contact with FCDO.

Donor — FCDO

Global Partners — ADRRN, Elrha, Start Network

Country Partners — CDP, YEU, ASECSA

Innovators · Communities · Ecosystem

Community-Led Innovation Partnership
Theory of Change as developed by the program

OUR VISION
Humanitarian responses adequately meet existing humanitarian needs in a dignified, sustainable, efficient and effective way

COHORT OF 4 INNOVATION INITIATIVES ACROSS 4 COUNTRIES

DIMENSIONS OF INNOVATION
- *Community-led*
- Trust &Enabling Environment
- *Ecosystem thinking& Collaboration*
- *Adaptive* approach

OUR GOALS
- Locally relevant **solution designed and driven by people affected by crises** to address their self-identified needs and made sustainable, adopted and/or scaled
- Local Innovators and communities **value, share and feel competent in delivering change through the use of creative, community-led and adaptive approaches** to problem-solving

ASSUMPTION
- vison is reached only through both solution development and organizational shift
- To foster innovation necessary creating an enabling environment, shift mindset, and transfer organizational privilege
- Solutions designed and driven by crisis affected communities are more relevant to their needs and better respond to their problems
- Innovation methods are relevant and appropriate
- Innovators can be recruited from within the community
- Solutions can be developed sufficiently in the time allowed in the implementation cycles.

OUTCOMES
Communities have ownership of the process

Greater evidence and learning generated and shared

Local innovators have better capacity to develop their solutions

Local solutions have potential to grow

CHANGE PATHWAYS
Create **resources and opportunities** to innovators and innovation initiatives

Foster *adaptive and creative mindset across all stakeholders*

OUR PROPOSED ACTIVITIES
- Community-led and ownership mechanisms
- Financial support
- Ongoing mentorship
- Training and tools on innovation methods
- Scalability and business development support to solutions
- Multi-stakeholder and partnership support
- Evidence generation and Sharing of learning
- Access to network of community innovators

Methodology

Research objectives

This evaluation focuses on identifying the successes and challenges at both the programmatic and country level of CLIP operations, with an emphasis on learning and accountability. It will serve as a basis of evidence from which to further develop the second iteration of the CLIP, with an aim to provide insights into the progress of the innovations thus far, assess overall impact, and make recommendations for the next phase of implementation. Ultimately, it aims to answer the following overarching research questions:

1. What is the added value of the partnership?

2. To what extent have country initiatives been effective in supporting local community leadership and providing appropriate support to innovators?

3. What have community innovations achieved to date, and what is the impact to date on targeted communities (evaluated via 2-3 targeted case studies per country)?

Following an initial inception phase and desk review of all programmatic materials and information provided by both global and country partners, the evaluation team conducted primary data collection in each country via local consultant partners.

Catalystas selected a sample of innovations and communities to visit in each country of implementation based on criteria including type of innovation, stage of innovation, location, security, accessibility, and advice from each country partner. Our selection criteria also took into consideration the

time available and distance between innovations; in Guatemala and the Philippines, innovations are spread across the country, and therefore conducting site visits was considerably more difficult than in Indonesia, where all innovations are concentrated in the Special Region of Yogyakarta. Accordingly, in Indonesia, all currently active innovations (seven out of nine total innovations) were visited, while a more stringent selection process was required for the other two countries, which each had a higher number of innovations in addition to longer distances between them. In keeping with feasibility restrictions, our team aimed to visit a selection of innovations that spanned target groups (women, persons with disabilities, the elderly, etc.), urban and remote communities, development stage and scaling innovations, protracted and immediate emergency mitigation and response innovations, and technology- and indigenous knowledge-based innovations for as representative a sample per country as possible.

Following the primary data collection phase, our team analyzed all data collected via key informant interviews (KIIs), focus group discussions (FGDs), and site visit observations and then, across all countries, triangulated trends related to the themes identified in the research questions. Finally, Catalystas consolidated the triangulated themes into findings, lessons learned, best practices, and recommendations for the next iteration of the CLIP.

The evaluation does not include a financial audit, but it does examine efficiency in terms of value for money in alignment with the FCDO 3 E's approach, which considers economy, efficiency, and

Country	Anticipated KIIs/FGDs	Realized KIIs / Group Interviews	Realized FGDs	Site Visits	Total Number of Innovations
Guatemala	16-20 / 3	25	3	4	22
Indonesia	16-20 / 3	17 + 2 days of all partner conference observation	3	7	9
Philippines	16-20 / 3	11 + 2 days of local innovator conference observation	4	4	15

effectiveness, and which later became the 4 E's, adding equity: equitable resource allocation. Accordingly, a framework for understanding value for money in the context of localized innovation for disaster risk reduction has been developed. The full methodology can be found in Annex I.

Limitations and adaptations

As is common in large-scale evaluations, in particular evaluations of entities like the CLIP that have undergone such large programmatic adjustments during the implementation process, Catalystas faced a number of limitations that required adaptations to the initial methodological approaches and tools. Our team received an overwhelming amount of documentation and program materials from both global and country partners that, while demonstrative of the commitment to monitoring, evaluation, and learning by all CLIP partners, was presented with limited organizational structure and in some cases included incomplete materials. While our team was largely able to create a structured overview of materials, some information may have been missed. This issue was found to be most prominent with regard to financial documentation. We received budget data from all partners on their

specific program components, however, a complete, documented overview and breakdown of the expected versus actual budget allocations for each partner and the program overall for the period before and after FCDO cuts was not made available to the research team during the course of this evaluation. Accordingly, our team assembled as comprehensive an overview of CLIP finances — as well as any other programmatic activities with gaps in information — as possible, using all the materials provided by each partner. Notably, CDP provided less documentation on programmatic activities than the other country partners, resulting in a somewhat smaller pool of materials and evidence to draw on in the Philippines compared to Indonesia and Guatemala. Another limitation faced mainly at the global partnership level was access to staff who worked on the design and development phases of the CLIP but were no longer working with the partner organizations. While we were able to speak to a number of former employees who graciously made time to participate in interviews, there were some gaps in available information around the early stages of conceptualization and design of the CLIP.

With regard to visiting the communities

and innovations themselves, our local consultants also faced a number of challenges and limitations, requiring adaptations to our initial planning. Severe weather conditions, infrastructural barriers, and security concerns — in particular red-tagging in the Philippines and electoral roadblocks in Guatemala — prevented our local consultant teams from conducting site visits to innovations and communities as originally planned. Catalystas worked in close consultation with our local teams and the country partners to select alternative locations for site visits, or to reschedule or reach communities remotely on short notice. Additionally, in some locations, it was not possible to conduct interviews in a completely private setting, resulting in some individual interviews turning into group interviews and creating the potential that some interviewees may not have been as forthright with criticisms as they might have been otherwise. To accommodate for these realities, our teams adapted the interview question sets on the go to ensure sensitivities were respected and to utilize the group interview format to collect as much information as possible where individual interviews were no longer feasible. All in all, these adaptations resulted in an adjustment of the number of KIIs and FGDs conducted per country, which can be found in the above table.

Definitions

As an initial exercise to kick off the evaluation, and throughout the data collection process, the Catalystas team sought to determine how the CLIP defined a number of key concepts core to the program and its methodological approaches, namely: **innovation**, **value**, and **sustainability.**

Identifying each partner's understanding of these concepts also helped Catalystas in shaping our data collection toolkit and determining how to interpret the concepts in each location's contextualized reality. This also enabled our team, as evaluators, to place these concepts in the context of the CLIP against the wider context of the international humanitarian innovation sector, and to examine whether localized priorities and concepts held strong levels of crossover with international approaches. In examining these concepts, we found that while the CLIP has no single concrete definition of each term used by all partners, there are common threads and themes that run through each of the countries of implementation, stemming from understanding gleaned from country partners, innovators, and communities themselves. Concerning the definitions, it could be said that even though they vary in some ways, in general terms, there is also shared understanding. Some common threads that are worth mentioning and could help the program to strengthen its frameworks are:

• The countries found common ground on the view of **innovation** as finding new ways to improve or solve an existing problem. However, some elements of the definition are not shared, such as: the collectivity, flexibility, and freedom of approaches, the role of local knowledge, and the relevance of contextualization. Also, it is curious to note that in all definitions, the technological aspect is absent, even though technology was used

as a tool in some innovations and carries cultural connotations in some locations.

- In regards to **value**, it was interesting to note that Guatemala and Indonesia proposed a more wide programmatic understanding of value as it relates to the expected changes (mindset/behaviors), improvements (in people's lives, capabilities, knowledge, and confidence), shifts in power dynamics, and intergenerational impacts. However, the Philippines proposed a more specific and goal-oriented definition that includes the social and economic value that the innovations can create.

- As for **sustainability**, there is a match in the understanding of the human/social, technical, and economical (funding) relevance that should be generated over time across all three countries, especially in terms of

what remains and continues once the program is over. Two additional relevant elements found are: the involvement of scalability within the sustainability definition in Guatemala, and the inclusion of partnerships and installment of local policies in the Philippines and Indonesia.

Noting these trends, single, streamlined definitions of these concepts have not been fully defined, instead leaving flexibility and freedom of interpretation up to each implementing partner and the communities that have been engaged. Accordingly, our team has gathered the most prevalent cross-cutting understandings and definitions used by each country partner, community, and set of innovators. We have brought them together for comparison and for the development of overarching programmatic definitions for the next iteration of the CLIP.

	Guatemala	Indonesia	Philippines
Innovation	Innovation means creativity, finding new or different ways of solving needs, and designing and testing ideas collectively.	Providing something new to the community - whether a new approach or a new invention - to solve an existing problem, regardless of whether it is a novel solution or simply new in this environment. Highlights: Flexibility, freedom and the role of local knowledge	Terminology that is often used, distinguishing between product and process innovation. Highlighted three elements: Firstly, new ideas, something that hasn't been done or following an approach is not usual. Secondly, an innovation needs to create something useful, add value or improve existing conditions. Lastly, contextualization is integral to innovation - leading to the conclusion that the CLIP is the first actor working on innovation in this location.

Value	Value means capacity to change and tangibly improve people's lives (environmentally, economically, local autonomy, among others); changing people's mindset and behaviors; shifting power dynamics for more inclusive ones; and intergenerational impact.	The increased capacity of communities to protect themselves and each other in the face of disaster, through increased knowledge and education, and the increased inclusion and active participation and involvement of all people in the community via higher levels of confidence and capacity.	Value is defined by three key concepts: firstly, success of the innovation including potential for growth, fulfillment of the objectives of the proposal, meeting of expectations, communal management; secondly, economic value; thirdly, community improvements including increased community participation.
Sustainability	Sustainability means social, technical, and economical capacities collectively appropriated to allow the communities to guarantee their commitment over time, assuring the quality and viability of the project through their learned skills; economic sustainability is further defined as being financially self-sustainable through the selling of products or services or by finding external financing.	Funding and capacity. These two elements are inexorably linked; without the human resource capacity, funded innovations cannot be implemented, while without funding, innovations cannot retain personnel, scale, or maintain their operations.	Defined as the continuation of the innovation after the program has ended (through continued maintenance of the innovation, availability of people or staff who are willing to keep on conducting the activities, or the economic self-sufficiency (including sufficient funding). Closely linked to partnerships with external stakeholders, for example with local government institutions, often combined with the institutionalization of the innovation or its achievement through the installment of local policies.

Overall findings

A number of trends and themes are present across the CLIP, despite each country's highly nuanced and localized contextual application of innovation and humanitarian disaster risk reduction. Each country is visibly seeking in its own manner the right balance between community-led and top-down approaches through methods best suited to the communities and innovations they support. While the vision of the CLIP clearly aims to realize a fully community-led program, it is necessary to balance this aim against the existing humanitarian

systems and structures in which each partner operates.

Relevance & coherence

While all innovations across all three countries were relevant in terms of addressing issues facing each community involved, not all solutions were generated by the communities themselves. In the Philippines in particular, and in contrast to Guatemala and Indonesia, we found that some innovations were developed externally from outside the communities and utilized the CLIP program to pilot and test these solutions. While these innovations were relevant to the

communities, they were developed via a different approach, and accordingly, these externally developed innovations were more aligned with the traditional "Silicon Valley" approach to innovation: seeking to apply a product to an identified problem.[5] However, like those in Guatemala and Indonesia, the innovations generated through community input and developed via direct engagement with the communities used an alternative style of innovation that did not seek to apply an existing product to a problem; rather, an integrated solution was designed, meeting the needs of the community and being created in a user-centered manner that engendered a feeling of ownership as well as relevance.

The internal coherence of the program brings the country partners together for regular learning exchanges. While this is a highly positive practice with clear benefits for each country team, even more learning and exchange could be facilitated. There are still, however, some barriers that remain. First, there is the diversity of languages involved — as materials are produced, it is key that they be translated into the relevant languages so that each country team can benefit from and apply the learnings to their own contexts. Additionally, due to the vast distance between regional teams, increased in-person sessions would likely be extremely beneficial for all country teams, as evidenced by the extremely positive impressions shared by all partners following the Indonesia in-person conference. This is more feasible now that COVID restrictions have been lifted.

Both Start Network and ADRRN have clear roles with obvious impact on the program, as they are the key relationship-holders with and technical advisors to the country partners, as well as major actors in designing and implementing innovation initiatives worldwide. As a key member of the global partnership, Elrha has managed donor relations and general finances, however, their role in providing programmatic technical support is less defined, with Start Network and ADRRN often better positioned in this regard. As a leading funder of humanitarian innovation, Elrha is well-positioned to support the dissemination of learnings and achievements from all CLIP countries to the wider humanitarian sector. Elrha might also play a larger role in building connections and coherence with other actors working on both innovation and DRR, and exploring wider potential avenues for scaling and/or replication of innovations.

All three country partners have clearly understood the importance of building strong relationships with local authorities and government stakeholders — even in situations of political instability or constricting environments.

Impact and learning

In all three countries, the implementing partners have clearly gone above and beyond in reaching out to communities that are largely underserved or not generally reached at all by (international) non-governmental organizations ((I)NGOs) and CSOs — or governments. All three countries have also worked specifically on the issue of inclusion of vulnerable, disadvantaged, and marginalized groups.

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5 More information about the process in the Philippines can be found in the section on the Philippines.

While the selected target groups were different in each country, the approach to creating inclusive innovations and shifting community mindsets toward inclusive practices and more inclusion in daily life was found as a common thread in all innovation initiatives.

Although the innovations are still at the beginning of their life cycles, there is already clear impact emerging across all three countries when it comes to mindset shift — both among vulnerable populations who have gained the confidence and capacity needed to become active participants in their communities as leaders, advocates, and involved community members; and among the communities as a whole, which have seen a strengthening of their social fabric at the local level and are already practicing more inclusive approaches in their daily lives, as well as considering the collective needs of their communities from all perspectives.

Because there are very few — and in many cases no other — organizations working on innovation and DRR in these communities, the CLIP has had a clearly demonstrated impact on the ways in which communities approach problem solving and innovation as a mindset; additionally, impact has clearly been made on the communities' level of willingness to accept or challenge the status quo. The CLIP has developed a more enabling ecosystem for innovation through the establishment of relationships with other organizations and actors, from local experts to universities; this is making a clear impact when it comes to inspiring other stakeholders to take innovative approaches. In turn, this creates a stronger environment of resilience and response, in which different types of stakeholders will be able to more effectively coordinate and collaborate on both preparedness for and response to disaster.
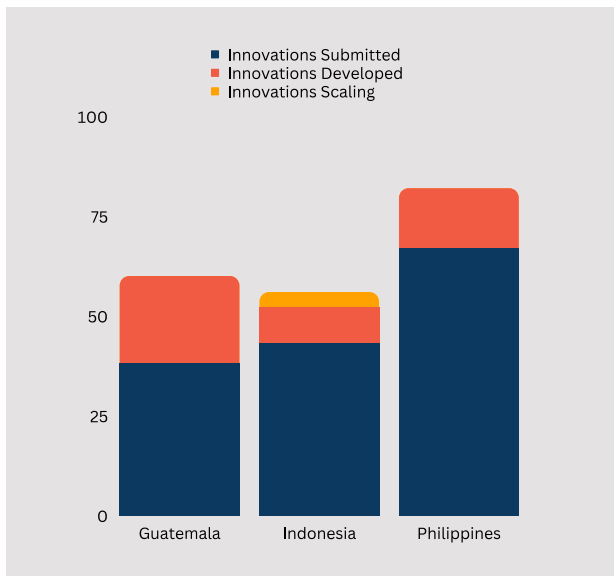
Country	Number of Innovation Applications	Number of Innovations Selected for Development Stage	Number of Innovations Selected for Scaling Stage
Guatemala	38	22	0[6]
Indonesia	43	9[7]	4
Philippines	67	15[8]	0[9]

[6] At this stage of implementation, due to initial delays in development, the scaling stage has not yet begun in Guatemala.

[7] YEU also conducted a development workshop phase, in which 15 of the 43 applicant innovations were selected to receive support in developing their ideas, and from these 15 the finalists for the implementation stage of development were selected. While 10 innovators were initially selected to build and pilot their innovations, one elected to drop out following internal financial investigations, leaving nine innovations that moved forward in IDEAKSI.

[8] CDP shortlisted 30 applications, from which 15 were ultimately chosen to participate in the program.

[9] While none of the innovations in the Philippines have yet to officially move into the scaling stage, some have received additional funding related to growth activities.

Legend: Innovations Submitted, Innovations Developed, Innovations Scaling. Y-axis: 0, 25, 50, 75, 100. Categories: Guatemala, Indonesia, Philippines.

Sustainability

Initially, the program did not emphasize the economic aspect of sustainability of innovations as the priority definition or approach, instead opting to enable innovators to determine what sustainability and growth/scaling meant to them. The innovations, in turn, focused much more heavily on community relevance and social impact as well as the technical aspects of each innovation, ensuring that the developed solution would indeed address the problem. Toward the end of the program, all three countries started to take into account the economic sustainability of the innovations as an additional prerequisite for their success.

As this is a short-term project that seeks to generate long-term impact, results of the innovations will not be visible or tangible immediately. However, due to having a learning-/process-based approach rather than a results-/product-based one, it is possible to track changes and progress. The three country partners have a major focus on learning through the innovations, and from the innovations they adapt the program according to

learned evidence, including mistakes. The use of narrative reports and case studies is helpful in that regard. All three parties appreciate the support, flexibility, and trust provided by the program, which encourages genuine reflection, learning, and progress tracking toward bigger systems changes. As these learnings lead to strengthened trust and capacity, the power-balance dynamic also changes between partners, as part of this process increases the country partners' capacity to self-manage programs and funds, meaning that they, as organizations, become less dependent on external management from other allied organizations.

Value for money

Framework design

A key consideration asked of this evaluation process was the designing of a framework or approach for better understanding the value-for-money aspect of the CLIP program, breaking away from traditional dollar-sign values assigned to outputs or products. In alignment with the objectives of both the CLIP partnership and the donor, the Catalystas team endeavored to develop a framework to complement the current lens through which value for money is assessed, namely the 4 E's: effectiveness, efficiency, economy, and equity. In discussions with a donor representative, it became clear that the CLIP represents far more than a traditional return on investment; it is an opportunity to experiment, to explore, and to make real progress on achieving commitments to the Grand Bargain's localization agenda. Accordingly, our team has developed a value-for-money rating structure that,

instead of focusing on traditional, tangible indicators with direct correlations to spending, aims to quantify the intangible factors that lead to sustainable social dynamic and mindset shifts, generate long-term impact, and truly promote innovative ways of thinking.

A high score, with 1 being lowest and 5 being highest, demonstrates a community's improved ability to support itself without external assistance — in particular in times of crisis — in a sustainable manner via the CLIP innovations. Innovations with clear, long-term applications that engage whole communities effectively represent successes in durable development that build resilience and strengthen localized support systems for improved disaster preparedness and response mechanisms. This, in turn, means that by funding the strengthening of these communities to support themselves, value for money is clearly demonstrated in the improved inclusive resilience and reduced need for international assistance in the event of an emergency. While it is impossible to determine how much external aid would be required until such an event occurs, communities with improved capacity to support themselves will in all likelihood require less support than those which have not implemented the same types of innovation programming.

The ranking structure is broken down into six categories reflecting the ultimate objectives of the CLIP with regard to community-led approaches, localization, local ecosystem strengthening, reach, scale, and social change/impact. Each category has five possible rankings, each designated by indicators that clarify the requirements for each numbered rank. In some cases, the rankings stand alone

as indicators themselves. Each category is weighted equally, with a final score designated by averaging the subscores of each category per innovation. The indicators are intended to determine how effectively each innovation is progressing, under the assumption that should an innovation be highly effective and impactful, it will successfully reduce its community's need for external assistance in the case of a protracted or immediate disaster, thereby signifying a high return on humanitarian investment. Across innovations, high rankings include trends of including communities throughout the innovation process stages, as well as responding to and incorporating feedback; reaching entire or additional communities that want to use or do use the innovation; building partnerships with local actors and building visibility of the innovation; growing, scaling, being economically viable, and/or replicating in a manner that reflects the innovation's meaning of success (for example, in some cases, rather than being replicated in new locations, new services or components are added to the existing innovation); equipping communities with the ability or knowledge to more effectively support each other and meet their own needs in times of disaster; and improving inclusive social dynamics in a way that increases the agency of marginalized and vulnerable groups. On the other hand, low rankings share trends of having negative unintended consequences, facing major barriers in engaging local ecosystem actors positively, struggling to engage communities in the innovation process meaningfully, and having limited or no impact on social changes or mindset shifts that enable communities to support themselves or move toward more inclusive practices.

The table below represents a sampling of CLIP innovations from those analyzed in the country case studies. The full framework, complete with indicators, can be found in Annex II and can be used by the partners to analyze and rate other existing or future innovations.

Furthermore, its flexibility allows the partners to adjust or include additional ranking categories and indicators, such as environmental impact/sustainability, gender equality, or the impact on ecosystems and mindset shifts outside of the communities.

Value for Money: Rating Category	Innovation: Ngudi Myula (Indonesia)	Innovation: Parque Ecológico Itzae (Guatemala)	Innovation: Naci Dike (Philippines)
Level of community ownership / participation	5	5	4
Level of reach	3	5	3
Level of buy in from external local/national actors (gov, other local CSOs, (I)NGOs, private sector)	4	3	5
Level of scale or capacity to scale/replicate	4	5	5
Level of impact on need for external emergency assistance or response	4	4	4.5
Level of impact on social dynamics and mindset shift	4.25	5	2
Overall Rating:	4.04	4.5	3.9

Impact of the budget cuts

In examining the myriad budget documents provided by all partners, it is clear that financial management and forecasting has been a challenge for the partnership, but this is in large part due to the budget cuts enacted by FCDO which resulted in financial uncertainty for an extended period of time and had serious repercussions and ripple effects across the program. The timing of the cuts, which came at the end of the planning period, meant that the meticulously thought-out budgets, disbursal calendars, and program milestones had to be redesigned and reduced to accommodate the sudden cuts that occurred without a clear overview of

exactly how much would be cut, nor how much time the program could count on receiving funding, as the agreement was also reduced to a yearly basis rather than the original three-year plan. This left the CLIP in a highly precarious position, with a mandate to cut approximately 65% of the budget across the program. Accordingly, the program experienced serious delays, causing a ripple effect through each phase of implementation and resulting in programmatic progress being slower than initially anticipated. This also impacted staff relations, both between partners — particularly at the global level — as well as between CLIP partners and the communities and innovators with whom they were building relationships, resulting in a serious test of trust. While

the partners clearly demonstrated their commitment to making the program work and maintaining trust with the local communities, they were placed in a very difficult position as a result of the cuts, leading to high stress and staff turnover at the global level. Furthermore, tracking financial forecasting versus expenditure became extremely difficult due to the unknown factors stemming from FCDO's uncertainty; while country partners were able to track their own expenditures, and coordinating partners Start Network and ADRRN could track disbursements to their respective country partners, matching these amounts to forecasts and budget planning documents became increasingly challenging.

In terms of actualization, the cuts were not applied equally; it was at this stage that the DRC's involvement as a country of implementation was removed from the CLIP. In order to finish the pilot that had already begun, Start Network was able to allocate resources from a Netherlands Ministry of Foreign Affairs

(NLMFA) grant to cover the remaining amount, but the DRC component was discontinued following the completion of the pilot, and they did not benefit from any of the peer learnings or other aspects of the program. Start Network also utilized NLMFA funding to bolster the program in Guatemala, resulting in a smaller overall cut for ASECSA compared to the reductions for YEU and CDP, where additional external resources were not available.

The initial program proposal designed the budget to be equally split between Start Network and Elrha, with each side of the partnership supporting two country partners. The financial aspect of the partnership was restructured entirely upon the FCDO budget cuts and the DRC's removal from the program, resulting in the subsequent redefinition and balancing of global partner roles.

Country Partner	Original Budget Allocation (FY 2021-2022)	Reduced Budget Allocation - ONLY FCDO funding (FY 2021-2022)	Percentage Reduction
ASECSA	£484,213.00	£205,958	57.47%
CDP	£897,876.00	£363,925.45	59.47%
YEU	£689,827.00	£304,022.75	55.93%
DRC Hub	£438,149.00	£0	100%

Start Network drew on funding from the NLMFA to lessen the impact of the immediate halting of funding for the DRC, enabling the pilot program there to conclude. The NLMFA funding also served to support Start in reducing

the impact of the cuts on ASECSA and the Guatemala programming. This resulted in a 2021-2022 budget of £338,949 for ASECSA to implement the CLIP. Accordingly, this meant that ASECSA experienced a total budget

reduction of 30%, a considerably smaller reduction than what was experienced by YEU and CDP. This decision was made in order to preserve the trust and relationships with both ASECSA and the communities that ASECSA had already been in communication with regarding involvement in the program. The FCDO cuts put these relationships in serious jeopardy, placing both Start and ASECSA in a very difficult position. The DRC Hub received £200,000 for FY 2021-2022 to run a smaller community-led innovation initiative which was not part of the CLIP.

The country partners were not the only ones who had to reduce costs; the global partners prioritized cutting their own budgets to try to preserve country-level implementation resources.
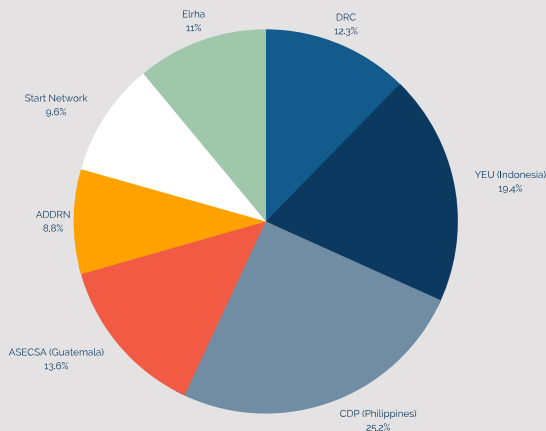
Global Partner	Original Budget Allocation	Reduced Budget Allocation	Percentage Reduction
Elrha	£392,594.35	£145,259.91	63.00%
Start Network	£341,192.00	£196,280.00	42.47%
ADRRN	£312,297	£154,342.70	50.58%

It should be noted that as of the final stages of this evaluation, a no-cost extension agreement has been made with FCDO to extend the CLIP through 2025, with a promise to provide the originally allocated resources: the full £6 million. Accordingly, this means that the program will have experienced an approximately 40% cut to the total budget per year for its full duration (2020-2025). The forecasted program budgets based on this new agreement also provide space for the inclusion of another Start Network hub once more, albeit with a smaller than initially planned allocation due to the delayed nature of implementation in the hub's location.
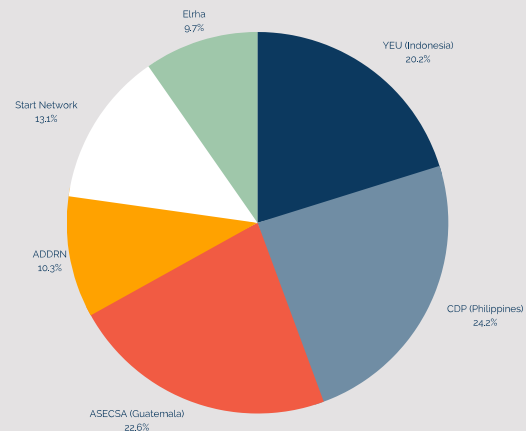
Overall, both the global and country partners did an admirable job of reshuffling and redesigning the CLIP in each location following the initial cuts, and despite challenges managed to implement an effective program in each country — just on a smaller scale. However, it is strongly recommended that the CLIP compiles financial information in an easily extractable comprehensive format that shows a clear and complete overview of ongoing expenditure against expected allocations across the program.

Elrha
11%

DRC
12.3%

Start Network
9.6%

YEU (Indonesia)
19.4%

ADDRN
8.8%

ASECSA (Guatemala)
13.6%

CDP (Philippines)
25.2%

Elrha
9.7%

YEU (Indonesia)
20.2%

Start Network
13.1%

ADDRN
10.3%

CDP (Philippines)
24.2%

ASECSA (Guatemala)
22.6%

The 4 E's: Effectiveness, efficiency, equity, & economy

Effectiveness

The effectiveness of each country is dependent on the conditions of localization and contextualization, and the level to which the innovations have been effective is related to how well they reflected these preconditions. In prioritizing learning and adaptation based on community-led feedback, insights, and involvement, CLIP activities resulted in higher levels of effectiveness for the innovations compared to initiatives imposed upon or given to communities from entirely external actors, as they were able to adapt directly to the needs expressed by the communities they aim to serve. As one member of a community in Indonesia shared in an interview, the CLIP has enabled communities to take an active role in improving their own lives: "I feel that we (the community) are the subject, not merely an object."

The community-led focus of the program also contributed to higher levels of effectiveness, as the innovations were largely developed in response to the directly identified needs of the community, and the community was involved in implementing those solutions. A localized sense of ownership of the innovations by the communities in which they have been implemented has also led to increased effectiveness, as those communities that feel responsible for and involved in the innovation process demonstrated a higher level of continued use and involvement, clearly indicating the value of the community-led approach in terms of effective problem-solving as well as sustainable solutions.

Efficiency

Each country approached the innovation process differently in terms of time, focus, and resource allocation. In Guatemala, the focus of the CLIP was on the innovation mindset; ASECSA emphasized and contributed a great amount of resources to enabling the communities to identify and address their own needs, create their

own solutions, and craft an innovative collective mindset around problem solving. This means that the majority of program time was spent on these early stages of engendering ownership and collective consciousness, resulting in less time to realize the solutions themselves and to grow. ASECSA also sought to allocate resources as equitably as possible across the country, leading to a heavy burden on team resources in terms of time (logistics of site visits) and personnel.

The budget cuts greatly diminished the efficiency of the program, having been instituted after the inception and planning period of the program, necessitating a restructuring of the CLIP and a reduction of all activities, and causing valuable time to be lost in realizing the innovation processes themselves. However, once the program was restructured, the partners seem to have been as efficient as possible in their management of program activities and resources in each country. The COVID pandemic and related travel restrictions decreased opportunities for the partnership to meet in person, limiting the exchange of information and experiences and resulting in less interconnection between the program countries. With the program focusing on localization and adaptation of the activities to the country contexts, the pandemic combined with the budget cuts resulted in a decrease in program efficiency overall.

Equity

Across all three countries, the CLIP program successfully focused on localization, effectively contextualizing each innovation to its community and in large part integrating local and indigenous knowledge to enhance the impacts of each innovation. In all three countries, there was a conscious effort to make the innovation process accessible to communities with a variety of language backgrounds,

keeping in mind the extent to which the communities were able to communicate in the most commonly used national or regional languages. If the commonly used language in a community was not part of the program languages, the teams worked with translators to adapt materials and communication to the context, while at the same time taking into account practical and budget considerations.

In Guatemala and Indonesia, we found a more community-centered approach to the design and development of the innovations themselves. The Philippines took a more traditional NGO-style approach in its design of each innovation, using the inclusion of local knowledge as the innovative element in a number of cases. In Indonesia and the Philippines, grants were allocated equally, as opposed to the allocation in Guatemala, where resources were provided equitably based on the innovation design.

Economy

Budget cuts from the donor had major impacts on the CLIP's ability to reach as many communities as originally intended, following the intensive scaling back of the program. However, it was noted by all global partners as well as country partners that the global partnership did its best to protect local innovation activities, and the brunt of the cuts were taken at the global level rather than cutting country-level programs. At the country level, the budget cuts resulted in a reduction in the number of innovations supported by the program in each country, a decrease in financial support for the innovations in Indonesia and the Philippines, and a reduction in the staff capacity for all partner organizations. The program in the DRC was discontinued; CLIP activities that had already started there were completed and financed through additional funding from the Start Network.

Findings on the partnership

The CLIP partnership began in an unconventional manner. As key global actors working on innovation in humanitarian assistance and disaster risk reduction and preparedness, Elrha, Start Network, and ADRRN are naturally suited to collaborative efforts. However, it was the request from FCDO, following the restructuring and merging of DFID and FCO, that brought the global partners together to implement the CLIP program as a team, based on the expertise of Elrha with its Humanitarian Innovation Fund (HIF) and Start Network's Disasters and Emergencies Preparedness Programme (DEPP) Innovation Labs.[10]

This unanticipated partnership necessitated a merging of visions, values, and approaches to program design, as well as understandings of innovation itself. While Start Network and Elrha do largely share the same values and ultimate visions, there were growing pains in bringing together their different methodologies, approaches, and areas of expertise to form a coherent and dynamic program overall. In shaping the program's structure and coordination dynamics, there were clear challenges in aligning the program's principles of power-sharing, equal partnership, learning, and localization with the somewhat traditional power dynamic that ultimately remained in place due to the hierarchical nature of donor-recipient relationships and subcontracting partners.

With Elrha holding the direct donor relationship, power dynamics were automatically skewed in favor of Elrha's role as the ultimate decision-maker of the program at the global level.

This led to some degree of difficulty in decision-making overall, which over time did improve with increased levels of communication, transparency, reflection, and self-reflection, as well as the strengthening of working relationships between the CLIP teams at each organization.

The addition of ADRRN as a third global partner, as well as the FCDO budget cuts that heavily impacted the CLIP's capacity and size, were two major additional factors in ongoing global partnership relations. ADRRN joined the program as something of a "middleman" to connect Elrha with country implementing partners in the Philippines and Indonesia, as Elrha did not have any direct connections to local partner organizations there. ADRRN has continued to play this role throughout the implementation of the CLIP. Start Network, on the other hand, has direct connections to the country partners in Guatemala and the DRC, as they have already established relationships with these teams. Accordingly, power dynamics were further skewed when FCDO budget cuts resulted in the DRC being dropped from the CLIP — in combination with investigations around resource distribution — leaving Start Network as a single partner with just one country partner, and the duo of Elrha and ADRRN with their dual country partners in Indonesia and the Philippines. This program structure, further compounded by the challenges of the COVID-19 pandemic and the barriers between English and Spanish speakers in diverse time zones, resulted in more exchanges within the two "sides" of the partnerships, although both Start and

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10 DEPP Innovation Labs | Start Network

ADRRN were highly effective in working with their country partners to facilitate the CLIP program and initiate innovation processes.

As the program continued, these challenges were largely overcome, with country partners exchanging on a regular basis and global partners coming to clearer agreements on power sharing and decision making, resulting in an overall highly effective program that has indeed centered learning, adaptation, community leadership, and innovation. While the global partners could perhaps interact more with the country teams they are not directly involved with, this is also already beginning to happen, as travel is becoming easier once more, and as impacts from the innovations are beginning to emerge, with clear learnings that can be shared and applied across the program.

When it comes to the global partnership and country partner dynamics, a clear highlight of the program has been the flexibility afforded to the country teams to design, develop, and implement the CLIP program in each context as they see fit, based on local contexts and cultural nuances. This is partly thanks to the flexible approach to financial management by the partners, who allowed the implementing partners at the country level to allocate and reallocate their budgets as needed based on their experiences and the adaptations required throughout the program. In this regard, the CLIP is absolutely practicing what it preaches around community-led development and decision making, as well as innovative approaches to humanitarian program structures.

Country findings

Due to the differing nature of each country context and programmatic approach, each country-specific section reflects the nature of that country in practice and uses unique structures to reflect a more accurate depiction of the program overall as having common threads but varied realities. The evaluation team found this to be a wonderful opportunity to break out of the "checked boxes" mode of evaluation and apply a more innovative approach to the report structure in alignment with the program — accordingly, the sections hold the same types of information within their respective structures.

Guatemala

Context[11]

Complex and overlapping crises in Guatemala made its population in need grow by 60% in 2021, according to the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) Global Humanitarian Overview 2022.[12] As part of the "Dry Corridor" and because of the La Niña phenomenon, Guatemala suffers from cyclical episodes of intense hurricanes/rains and severe drought. Additionally, half of its population lives in poverty, with 18% in extreme poverty and dealing with chronic undernutrition and food insecurity, especially among children. Guatemala is a country of both origin and transit for migrants and refugees, where displaced people regularly face limited assistance and protection risks, including sexual and gender-based violence, human trafficking and smuggling, family separation, and extortion, as reported by the United Nations.[8][13] In addition, aftereffects of the long, internal armed conflict (1960-1996) impact the population. This conflict was the product of a hierarchical and unequal economic, cultural, and social structure imposed since colonization. For centuries, this structure favored an elite made up of military members, businessmen, and politicians through the exploitation and exclusion of indigenous and mestizo peoples; this led to an uprising of guerrilla forces joined by social, trade union, and student movements.[14]

ASECSA is the NGO that leads the Start Network Guatemala Hub and implements the CLIP program in Guatemala. It is a network of 58 organizations whose objective is to promote exercising the right to integral community health through training, capacity building, reconstitution of ancestral practices, support, advice, and advocacy for Buen Vivir (Good Living).[15] ASECSA's trajectory and presence in all of Guatemala's regions have allowed it to implement the CLIP program within seven communities in five regions: Pachay, Cambalcol, Panicuy (Chimaltenango), Palestina (Alta Verapaz), Poza del Macho (Petén), El Triunfo (Retalhuleu), and Xesiguan (Rabinal). Although each region and community is included in the national context described above, each one also presents particular distinct realities.

Cambalcol, **Panicuy**, and **Pachay** are located in San Martín Jilotepeque, the municipality with the highest level of poverty[16] in Chimaltenango Department. There are a total of 545 families in the three villages, and not all have access to electricity and water. In general, families depend on subsistence agriculture (growing corn, beans, and vegetables), construction, and/or weaving textiles. In Panicuy, they also work as teachers or nurses. The people in these areas

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11 Information on the context of each community was obtained from internal ASECSA documents of participatory diagnostics and project profiling.

12 UNOCHA, 2022, "Global Humanitarian Overview"

13 United Nations, 2022, "Cinco cosas que hay que saber sobre la situación humanitaria en Guatemala"

14 It is estimated that 55,000 human rights violations were committed during the conflict, the victims being mostly civilians and indigenous people. The army and paramilitary groups are blamed for 80% of these crimes.

15 Information available at ASECSA's webpage.

16 Determined based on diagnostic documents obtained from ASECSA

face extreme poverty, migration, low levels of schooling, and little access to decent employment. They are also exposed to deforestation, drought, and soil degradation, threatening their food security.
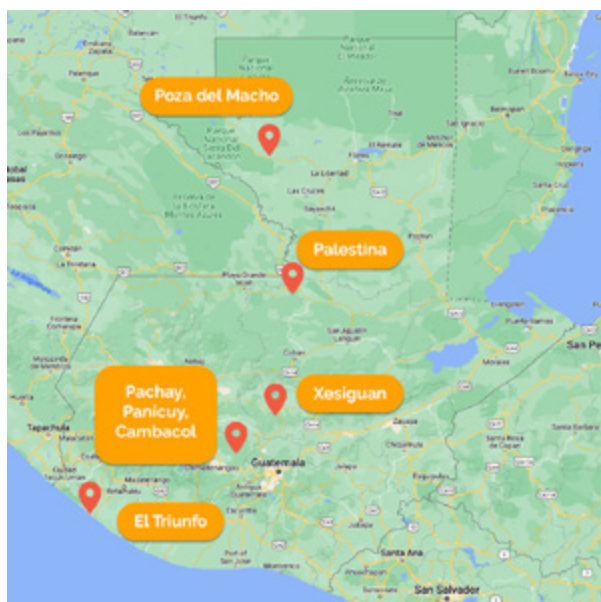
The community of **Palestina**, located in the municipality of Chisec, is made up of 74 families who settled in the territory starting in 1988, escaping the labor exploitation they suffered in their original community in Campur, Carchá, in the same department. The area is not suitable for living or farming, as it is impacted by severe droughts and floods. At the same time, the families do not have piped water, electricity, or sewage and drainage systems. All of this leads to water contamination, disease, and deterioration of the inhabitants' food and health. Women have to travel long distances and expose themselves to violence in order to fetch uncontaminated water. Structural poverty generates high levels of migration among the community's young people, especially among boys. The people preserve their Q'eqchi' norms, traditions, language,

and identity, as well as their ancestral knowledge and wisdom, which are expressed through their ancestral authorities. Although the municipality of Chisec has supported one of the innovations that has emerged in Palestina, it is currently being held back by the electoral context in Guatemala. The municipality is not delivering on its promises, and people say this is due to the fact that members of the innovation must pledge their support for a certain political party beforehand.

The **Poza del Macho** community, located in the municipality of La Libertad, Petén, is made up of 340 Achi families who settled there in the 1980s as a result of the internal armed conflict. Most of the families are dedicated to raising small livestock and farming, and they are increasingly exposed to droughts and floods. The community also lacks a supply of water for daily activities, health care, and drainage and sewage systems. Since 1990, the territory has been part of the protected area of the Sierra del Lacandón National Park, and the community has suffered eviction attempts and faced conflicts with the authorities. The community is also in a transit area for irregular migration to the United States, as it is located along the road to Mexico, at the El Ceibo border crossing. Prior to working with ASECSA, the families had little community participation and unity, as well as a lot of mistrust toward institutions and outsiders.

The community of **El Triunfo**, located in the municipality of Champerico, is one of the Communities of Population in Resistance (CPR) uprooted by the scorched-earth policies of the military

state (1980-1983). For 14 years, these CPR communities survived and resisted in the mountains until 1998, when they settled on the El Triunfo farm provided by the government as a measure of reparation. Today, 300 families live there and are engaged in subsistence agriculture, cattle raising, herding, and textile production. The sugar cane companies in the area cause contamination of the animals used for human consumption and production, cause illnesses among the population, and divert the water that once reached the community. Likewise, the community is facing a process of family disintegration due to migration, loss of culture, and loss of community values that had been in place since 1998.

Finally, the community of **Xesiguan**, located in the municipality of Rabinal, is made up of 211 Mayan Achi families who are mainly dedicated to the production of basic grains (such as maize), beans, coffee, tomatoes, and vegetables. In recent years, this production has been affected by climate change and the fact that Rabinal is located in the Dry Corridor of Guatemala, with prolonged droughts as well as floods and frosts during the rainy season. During the armed conflict, families in the area suffered persecution, discrimination, oppression, and genocide because of their Achi status. This caused many people to abandon the use of the Achi dress and language and to stop their intergenerational transmission. In addition to this loss of indigenous culture, there are some challenges in terms of leadership, as the community's leadership is concentrated in a few families who tend to monopolize control of community

projects in the territory.

Programmatic structure

In Guatemala, the CLIP program consolidated its main objective to "creating a model of community innovation that values solutions made by the communities themselves, and that connects with other networks and systems."[17] From 2020 to 2022, the program was implemented in three cohorts, reaching the communities of Pachay, Cambalcol, and Panicuy first, then Palestina and Poza del Macho, and finally El Triunfo and Xesiguan. The team was made up of national coordinators, regional coordinators and technicians, and community liaisons and specialized technical consultants dedicated to each innovation. Although the same four phases of the innovation program — Exploration, Discovery, Development, and Growth — were implemented in each cohort, doing so in a progressive manner allowed for the incorporation of lessons learned from the previous cycle. For example, for the second and third cohorts, it was decided to make the diagnostic phase longer and less intense. Likewise, for the third cohort, it was decided to provide technical support from consultants beginning in the second phase of the program and to commence the prototyping and testing of the innovation starting in the development phase.

As a key informant indicated: "What ASECSA was doing was innovation in relation to managing things differently, introducing new approaches, a

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17 ASECSA's internal document "Recursos adicionales del programa"

[community] novel way of solving their problems." For each phase of the program, the ASECSA team drew on innovative methodologies, popular education, and the Mayan cosmovision so that participants could appropriate and resignify the concepts and activities proposed. The Exploration phase involved the elaboration of a participatory community diagnosis in which, through

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playful and artistic activities such as "Kumatzin del tiempo," "Ruleta de calendario estacionario," and "Poniendo la tortilla en el comal," the history of the community, the main environmental risks, the problems and their causes and effects, as well as the mapping of actors

and services were recuperated. For the Discovery phase, a participatory mural was made in each territory to express wishes and dreams for the community, and activities were carried out to work on the concepts of innovation, creativity, and empathy. Local experiences were used to elucidate the concepts, such as the case of the changes that huipiles (traditional indigenous blouse or dress) have undergone over time as a result of transformations in the needs and realities of women. A member of the coordinating team explains:

"The national team prioritized that the materials should be playful, colorful, and adapted to each region. For example, in Alta Verapaz they don't speak Spanish, and we adapted all the materials and methodology to Quechi. There were activities sent from the national level and we tried to adapt them so that they were not letters but images, photos, videos, audio (...) For me it has really been one of the best methodologies that I have worked with, and I think that without it,

we would not have had the results that we had. It wasn't about arriving and explaining everything and people writing. It was totally different: an exchange of knowledge, talks, learning, doing, the whole part of popular education."

Finally, members of the community actively participated in all phases of the program: identifying their needs, devising solutions, setting up the project proposal, budgeting, prototyping, testing, marketing, etc. They had to form groups, organize their time, work together, and be ultimately responsible for each innovation created. As one innovator sums it up: "What I liked most were the activities, the tours; we learned a lot there, we were working until late at night. For others this may not be a big job, but for us it's a 'head-scratcher'; doing the projects, thinking, it's a lot. Then I realized that it wasn't that ASECSA brought the projects but that we had to do the projects according to the needs."

Types of support given to the innovations

The support ASECSA provided to innovations can be separated into three interrelated aspects: social support, technical support, and financial support. The **social support** provided through recreational and artistic activities boosted the capacity of people (many with low levels of education) to speak in public, participate, learn to recognise their needs, and incorporate new tools to develop solutions to address those needs. Special attention was given to women's active participation in the process, taking into account their particular realities. For example, the presence of child caregivers in the group work was ensured. At the

community level, social support fostered the ability to interact and work side by side with people in their own community with whom they may never have spoken before. It also promoted the acquisition of listening and leadership skills, taking ancestral knowledge and learning to combine it with more current scientific, agricultural, or chemical expertise. The exchange with innovators from other communities didn't just allow them to learn about the innovation process of the program; it also inspired and motivated them to continue working on their solutions themselves.

Specifically for the Development and Growth phases, **technical support** involved hiring consultants specialized in each of the innovation themes, i.e., agriculture, water filtration, construction, health, and weaving. These consultants provided support and advice on materials, work, site surveys, quotations, and budgeting. They also provided recommendations for testing and modifications to the profiles, manuals, and training on proper use of the innovations. As a result of the joint work between innovators, consultants, and the operational team, the corresponding budget was designed for each innovation. The type of **financial support** agreed upon by these parties involved the delivery of grants in the form of inputs, in-kind products, and training. The innovators contributed their own resources to the purchase of inputs, labor, and working time. In the words of one innovator: "We are used to politicians coming and telling you what to do in exchange for 10 pounds of maize, and we do it. But with ASECSA it is not like that; here you have to work, you have to elaborate the project, you

have to formulate it, so much of a certain material, so many pipes, so many tubes, so many spanners, you make your own project." The members of the ASECSA team recognize that the support given to the innovations was as adequate and equitable as possible. However, they identify that the support was not sufficient, as the level of need in the communities is very high due to structural and historical injustices.

Definitions

Innovation

As a member of the national team indicated, **innovation** in the communities meant a "change of mentality, a change in the ways of doing things, times, involvement, and quality. There are already recipes for what to do even if there are no good results. Innovation makes you think differently, in a different way; not in the ordinary, respecting your historical processes and your own reality." Innovation here means creativity and looking for new ways of addressing needs using creativity and transformation. This should all be achieved without losing ancestral and historical knowledge that can also be transformed or improved upon. In the words of one participant, an innovative solution is "to improve an idea that you already have, to be able to realize the idea or the dream that you have of achieving your goals; in our case, it was the transformation of organic concentrate; for me, it is like giving a solution. Because we are already participating, and innovating means improving every day, an idea or a project that we already have." Finally, in this case, innovation also means collectively thinking about how to address joint needs and then acting collectively to do so. In some ways, this is a departure from the traditional logic

linking innovation with individuality and technological aspects only.

Sustainability/Scaling

The ASECSA team considers sustainability in three ways: social, technical, and economic. **Social sustainability** refers to the collective ownership and identification of those involved with a solution that addresses their own self-identified needs. It also means that those involved learn to organize themselves and work as a team. This ensures long-term commitment and commitment to the continuity of their initiative. **Technical sustainability** is linked to the quality and viability of the innovation in terms of people receiving adequate training and advice and having the necessary resources to carry it out. Tests, trials, and exchanges with potential customers are carried out to improve the initiative. Finally, **economic sustainability** indicates the ability of the innovation to support itself financially, either by selling products or services or by accessing funding from other entities. Sustainability means that the initiative can continue beyond ASECSA's period of support. As one innovator says: "Whether ASECSA is there or not, we can follow up on the project, we can negotiate support with other organizations, we can continue without ASECSA because we can continue working as we have done up to now."

Innovations in Guatemala have different approaches, which affects their potential for **scaling**. There are several innovations linked to governance and community organization, such as the water distribution network, whose sustainability seems more challenging. However, these can serve as a model for other

communities and can be capitalized on with advice, training, and accompaniment. Another set of innovations are linked to the development of products aimed at satisfying urgent basic needs, such as latrines, cookers, water collection devices, and greenhouses. These designs can be easily replicated, can be demanded by families in these and other communities, and can even be allied with each other to have greater potential. Finally, there are social entrepreneurship innovations with a high capacity for commercialization, such as the production of textiles, organic concentrates for animal feed, or bio-inputs for agriculture with natural components. Here, the challenge is the organization and good management of income to ensure the growth of the enterprise. The members of the coordinating team recognise that the growth stage is the most challenging for them and that it requires more time, dedication, and support than they had planned for.

Value

The value of the innovations and the program is determined by the capacity to generate tangible changes and improvements in the lives of people and communities. According to the interviewees, the value can be observed in different key points: protection of and care for the environment and the natural resources in their area; promotion of food sovereignty; strengthening of the economy and local autonomy; and protection of people's physical integrity. In addition, the value is determined by changes in behavior and changes in the power relations of those who live in the community: more participation, more

inclusion, more unity and teamwork, savings in time and effort, and a lowered risk of violence. The value also involves the intergenerational transmission of best practices and knowledge as well as an increase in the community's capacity to prevent risks and act collectively in the face of risks that do arise.

Selection process

ASECSA took the CLIP program to communities where it had previously worked (except in the case of Poza del Macho), seeking to cover as many regions as possible. There, it presented the program to community leaders, who called assemblies so that the CLIP could be introduced to the whole community. In these assemblies, the methodology was explained and subsequent meetings were planned to work on the Exploration stage. In the Discovery stage, innovation teams were formed and worked on new ideas and solutions. ASECSA stipulated criteria for the formation of the groups, such as involving women and youth, avoiding having members from the same family group, including local contributions, complying with a 70% participation target, and avoiding proselytizing throughout the program. In the development stage, the innovators presented their initiatives to a selection committee made up of local representatives, members of other organizations, COCODEs (Consejos Comunitarios de Desarrollo Urbano y Rural — Community Councils for Urban and Rural Development), and the municipality. The selection committee scored the submitted innovations based on indicators such as problem identification, group empowerment, community impact, sustainability, commitment, and innovation, among others. Once the ideas had been selected, the parties agreed on the

selection of a few responsible persons per team, signing commitment agreements with them as a way to develop the grant. In addition, the team held group meetings with all participants for two reasons: to avoid any friction with those who did not make it to the next stage, and to find a way to integrate them into the winning innovations.

	1st Cohort	2nd Cohort	3rd Cohort		
Community	**Pachay, Cambalcol, Panicuy**	**Palestina**	**Poza del Macho**	**El Triunfo**	**Xesiguan**
# Ideas	11	6	9	7	7
# Selected innovations	6	3	4	4	4

Overview of the innovations

Community	Description	Financial Support	N° inn.	Expected Beneficiaries[18]	Type of innovation
Pachay, Cambalcol, Panicuy	Organic production of pigs. Organic pig breeding, use of manure and urine for soil improvement (Panicuy)	Q 40,800 / USD 5,247	5	35 families	Preparedness & Mitigation; Protracted Crisis
	Soil improvement with organic substrates for tree maintenance and planting of fruit trees (Cambalcol)	Q 39,000 / USD 5,014	5	50 families	Preparedness & Mitigation; Protracted Crisis
	Rainwater harvesters for human consumption and reuse (recycling) of water through a filtration process for crops (Cambalcol)	Q 37,368 / USD 4,801	5	12 families	Preparedness & Mitigation; Protracted Crisis
	Breeding of Creole hens and preparation of medicine and poultry concentrates with organic products from the community (Panicuy)	Q 36,102 / USD 4,641	5	14 families	Preparedness & Mitigation; Protracted Crisis
	Planting of fruit trees, tall and medium-sized plants, and grass seeds. Production of organic fertilizer (Pachay)	Q 40,000 / USD 5144	5	20 families	Preparedness & Mitigation; Protracted Crisis
	Management of safe water through water harvesters for drinking water, vegetable production, and promotion of water recharge (Pachay)	Q 40,000 / USD 5144	5	20 families	Preparedness & Mitigation; Protracted Crisis
	Strengthening and improving the infrastructure of the emergency center of the Association of Indigenous Women for Integral Development (AMIDI).		6	Preparedness & Response; Immediate Emergency	

18 All the information on innovations gathered in this table was taken from ASECSA's project profile documents.

Palestina	Health house with cultural relevance, for emergency care "Rochochiil Kawilal ree Komonil". Botanical garden with ancestral medicinal plants. Strengthening of the early warning system for risks	Q 97,846.46 / USD 12,575	4+4	74 families + close comm.	Preparedness & Response; Immediate Emergency
	Safe rainwater harvesting for family consumption. Management of gray water with handmade filter systems for domestic use and irrigation of plants	Q 94,353 / USD 12.131	6	19 families	Preparedness & Response; Immediate Emergency
	Planting of fruit trees such as rambutan, oranges, and mangoes for family consumption and shade for coffee. Use of organic fertilizers for soil recovery	Q 109,010.50 / USD 14,018	7	17 families	Preparedness & Mitigation; Protracted Crisis
Poza del Macho	Implementation of a piping system for water distribution. Organization of a committee for installation and good governance in the use, management, and care of water. Awareness campaigns	Q 129,634.50 / USD 16,657	7	125 families	Preparedness & Mitigation; Protracted Crisis
	Itzae Ecological Park (God's Gift) built with recycled materials to promote people's physical and mental health and community integration	Q 29,678 / 3.816	7	300 families	Preparedness, Mitigation & Response; Protracted Crisis
	Composting dry latrines with quality materials, filtration system, odor encapsulation, and human waste treatment	Q 73,863.37 / USD 9,499	7	18 families + 250 families	Preparedness, Mitigation & Response; Protracted Crisis
	Improved wood-saving cookers with quality materials, heat retention system using bricks, metal plates, gas conduction system, and a storage area for materials (firewood)	Q 52,283.68 / USD 6.716	7	20 families	Preparedness & Mitigation; Protracted Crisis

El Triunfo	Community program for organic and inorganic waste management through sorting bins and home vermicomposting	Q. 65,000.00 / USD 8,356	4	50 families + 1734 locals	Preparedness & Mitigation; Protracted Crisis
	Family dry composting latrines for community sanitation. Use of organic compost. Training in their management and maintenance	Q. 65,000.00 / USD 8,356	13	24 families + 1784 locals	Preparedness & Mitigation; Protracted Crisis
	Replacement of the elevated tank for household water collection and distribution. Community water growth and sustainability plan. Prototypes and testing of technological alternatives	Q. 75,000.00 / USD 9,644	6	289 families + 2000 locals	Preparedness & Mitigation; Protracted Crisis
	Implementation of agrosilvopastoral systems with drought-resistant species. Subsequent production of food, wood, firewood, fodder, livestock production, and water conservation	Q 65,600 / USD 8,436	5	42 families	Preparedness, Mitigation & Response; Protracted Crisis
Xesiguan	Construction of greenhouses for the production and marketing of vegetables through organic production. Implementation of a drip irrigation system into the greenhouses	Q 47,408.50 / USD 6,093	9	9 families + 80 families	Preparedness & Mitigation; Protracted Crisis
	Production of organic concentrates for poultry. Processing, transformation, and marketing. Construction of a fully equipped shop	Q. 60,000.0 / USD 7,714	14		Preparedness & Mitigation; Protracted Crisis
	Learning the use and management of the pedal loom to improve efficiency and productivity in textile production	Q 59,431 / USD 7,642	7	7 families	Preparedness & Mitigation; Protracted Crisis
	Production and marketing of bio-inputs based on mountain microorganisms. Technified processing, packaging, storage, and marketing of four types of bio-inputs	Q 41,114 / USD 5,282	14	14 families + 211 families	Preparedness & Mitigation; Protracted Crisis

What is the added value of the partnership?

In Guatemala, the learning, monitoring, and evaluation process involved different stages. On the one hand, the M&E technician led the implementation of community measurement tools at specific points in the program.[19] On the other hand, the work teams held different periodic meetings with different purposes: fortnightly follow-up meetings, monthly meetings of the national team, individual meetings with the regional teams, and monthly reflection meetings with the participation of the teams from all regions (regional managers, technicians, assistants, and community liaisons). The exchange of knowledge was a constant throughout the CLIP program, not only between national and regional teams but also within and between communities. They worked side by side with the community members and sought ways to respond to their requests or proposals for improvement. At the same time, opportunities were created for exchanges between innovators to share experiences and motivations. The program was presented to the municipal authorities and the COCODEs of each community, and they were involved in the innovation selection process.[20] In some cases, the expertise of universities or academics was called upon for technical issues, and other organizations on the ground were contacted for consultation or specific support.

At a general level, ASECSA and Start Network had joint meetings every three weeks to discuss specific programmatic progress, learning, issues, and approaches. Additionally, the Guatemala coordination team held monthly online meetings with CLIP teams in the Philippines and Indonesia in which they exchanged information on progress, challenges, methodologies, and tools. To a greater extent, ASECSA conveyed the use of participatory methodologies for community ownership of the program, while CDP and YEU provided tools for the prototyping and growth of the innovations. The team mentioned the challenge of differing languages and time zones, which make it difficult to coordinate bilateral meetings and exchange relevant documents or materials. Regarding the face-to-face event held at the beginning of 2023, one team member mentioned: "We had a very nice event in January. All CLIPs have different conditions, we are in the phase of closing the programs. We visited two experiences, and it was wonderful to get to know each other, to see the aspirations for the future, to transfer and feel the excitement of the innovators. It left us well transcended, with new ideas, with a lot of motivation."

All these multi-level stages generated new learning and proposals for improvement that were incorporated into the program. At the coordination level, it was decided to assign a referent from the national team to each region instead of the whole team being responsible for

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19 These tools were: Community Leadership Framework Tool (at the beginning and during the growth phase); Community Perception Tool (at the beginning of the discovery phase); Baseline Tool, Innovator Survey (in the development phase); Final Programme Perception Tool (in the growth phase).
20 The COCODEs are the Community Councils for Urban and Rural Development, which act as the coordinating body for participation at the community level. They are made up of residents of the corresponding community.

all the regions. Induction and reflection workshops were also incorporated, as well as training sessions on important topics for the team, such as innovation, popular education, decolonisation, and patriarchy. The staff learned that it was necessary to first present the program to community leaders so that they could bring people together. At the community level, some methodologies were modified after identifying participants' fatigue or work schedules and were adapted according to the available time of the community members. Also, for the last cohorts, the team decided to focus on risk issues in order to promote greater diversity in the composition of the groups and to give more emphasis and support to the prototype phase, testing, and growth. Where necessary, certain types of materials or suppliers were agreed upon to fit within the budget without losing quality, and modifications were made to the design of innovations when some elements were not working as intended.

In terms of the use of resources, ASECSA sought to ensure that funds were distributed equitably so that budgets were in line with the needs of each innovation. When the program was presented, it was explained to each community how large the budget was and what it was earmarked for. Each innovation group worked on the design of its idea and the details of the budget, with support from consultants to adjust quantities and items. They incorporated requests for materials, goods, or services but were not allowed to ask for cash. In addition, the teams stipulated the amount of input they themselves provided to the innovation, as well as input from other organizations or municipalities. While

the equitable distribution of grants had a good impact, in some cases funds were left tight for innovations that required more research or development. In the same vein, the equitable distribution of the program across the five regions led to greater logistical, time, and resource complexity for the whole team. ASECSA managed to integrate the entire program within the stipulated time frame, but the coordinators recognize that the growth phase needs longer accompaniment.

Finally, the adjustment of funds by FCDO affected Guatemala, which cut back on strengthening the technical capacities of the teams and lessened their ability to provide support to the innovations, especially in the final stages. However, the impacts were minor, considering that Start Network managed to use other funding resources to match the ASECA initiative. The coordinating team reports that the conversations held on this topic were clear and pleasant; they only had some difficulties learning how to present the requested financial reports at the end of the first year of work. ASECSA values and recognizes the flexibility of the program, which allows changes to be made according to what is proposed in each community, something that is not common in other partnerships. As one member of the national team says:

"From the beginning, the program was an opportunity to build things from the perspective of innovation. We are used to dealing with projects where there is a previous diagnosis that comes from a long time ago, a project is defined and then it is implemented. Here you are allowed to do, test and test and do (...) This is one of the few donors with whom we have an open relationship, and they

allow us to make many adaptations according to what is emerging in the communities. It's a very good opportunity, it allows them to create and apply for their proposed idea."

To what extent have country initiatives been effective in supporting local community leadership and providing appropriate support to innovators?

As mentioned above, the CLIP team worked hard to implement dynamic and participatory methodologies that were accessible to all people in the community and were related to aspects of their daily life and reality. In all cases, they sought to present the program to community leaders and local authorities, to work with technicians and consultants from each region, and to adapt the methodology

to each context. In communities where Spanish was not spoken, more visual and practical activities were used. Additionally, interpreters with knowledge of the corresponding Mayan language were utilized, and materials were translated into those languages. The recovery and enhancement of ancestral and indigenous knowledge were present throughout the program, whether through the invocation of nahuales in each meeting or the inclusion of practical Mayan knowledge in some innovations.[21] As a regional assistant technician indicates:

"The people of the community have been grateful for the topics and all the contributions, because their knowledge has been strengthened, (…) ancestral knowledge has been fed back. People have been motivated to recover their ancestral knowledge, [for example] the meaning of the nahuales is mentioned in all the activities. This has been accepted by them, they felt the energy but did not see it in the form of a cosmovision."

In addition, the central focus of the program was to enable communities to have a greater capacity to identify and address their own needs and problems. The exploration phase, with activities focused on analyzing "local causes - problems - effects," were key to this identification and the subsequent proposal of solutions appropriate to the context. Those who do not usually have an active voice in the community were especially encouraged to participate in the program, communicate their needs, and work together to address needs that

21 The nahuales (or nawales) mean energy, spirit, or force of the beings and elements of nature. According to the Mayan cosmovision, they are symbols that represent and link each person to the ecosystem, thus creating balance.

are usually invisible. Thus, the inclusion of women, children, adolescents, youth, and persons with disabilities was promoted. The testimony of an innovator gives an account of the effect on her level of community involvement:

"Participation improved a lot, before we didn't go to meetings, I didn't participate, after the program we got together, we got to know each other, we treated each other more. It helped the community a lot, the women give their opinions, they express them. Before I didn't leave the house, now I have friends who are men and before it wasn't like that, there are topics to talk about, it's quite nice. Now I am part of the COCODE, it's the first year that women occupy positions in the COCODE, now I'm the secretary. There is another woman, she is my godmother and she is the second mayoress."

Consequently, the innovations created responded to the needs identified in each community. For example, in Palestina, the participants identified a central problem: the lack of access to piped water caused by the lack of adequate infrastructure and periods of severe drought as well as the subsequent flooding. Among other things, this causes people to become ill from using contaminated water and means that women have to travel long distances and be absent for a period to fetch drinking water and wash their belongings. The group of innovative women developed the solution "harvesting safe rainwater for family consumption," in which pipes, filters, and water tanks were installed in each house to collect rainwater and filter it for human consumption. As one innovator says: "The innovation reduced the need a little, the water we have stored will last us two

months, because the water tank is 2,500 liters. I bought another tank to increase our water storage capacity, and the municipality donated another one."

Other innovations responded to the communities' need for quality food in an agricultural environment that is increasingly suffering due to the effects of climate change and the use of agrochemicals. This is the case with the design of greenhouses that can provide food in times of flooding, the production of organic concentrates for poultry, the development of organic fertilizers with mountain microorganisms, and pig breeding, among others. All of these contribute to poverty reduction and the growth of food sovereignty. They also promote healthy eating and boost the local economy. Additionally, the innovators created solutions to improve their living conditions and those of their families. This is the case with the introduction of dry latrines and composting latrines, which are a way to maintain a healthy and unpolluted environment in areas without sewage

or drainage systems. Also, wood-saving cookers are replacing the use of firewood on the ground for cooking or heating the home. As one innovator says:

"Before, my grandmother suffered from eye infections due to wood smoke. It affected her a lot, the smoke reached her lungs. Now the smoke comes out, she no longer suffers from pain in her shoulders, it is more efficient because she makes several tortillas at the same time, she saves a lot of wood and it is a great help."

Finally, concerning strengthening the local ecosystem and building partnerships, the innovation program helped the innovations to link up with and receive support from other organizations and public entities. For example, the Poza del Macho water governance innovation integrated not only innovators but also community leadership structures, other local organizations, and people from the wider community. In El Triunfo, the municipality is currently involved in the organic and inorganic waste management program, and in Palestina, the municipality is contributing to infrastructure and maintenance in the construction of the Casa de Salud. Furthermore, the NGO CARE is working with innovators in Pachay to support the replication and expansion of the pig breeding project, and in Xesiguan, the Fundación Voces y Manos is working with the greenhouse team to support the implementation of a drip irrigation system. A member of this NGO mentioned: "When we saw the effect of the CLIP program in Xesiguan, we started to do it in other communities, with smaller spaces. Determining that it is a good technology gave us the opportunity to replicate it, and this year we are looking to do it on a larger scale. We also saw that there are families in Xesiguan who did not benefit from it and we are implementing it with them."

The people interviewed stated that, in general, no other organizations are working on innovation in Guatemala, and that it is a topic that is rarely explored and supported by governments. Thanks to the CLIP, the COCODEs, other communities, and other organizations are learning about the subject and showing greater interest in the program. At the end of March 2023, ASECSA held a national meeting of innovators attended by donors, CSOs, the public sector, and the private sector. There, innovators were able to present their initiatives and challenges, network with each other, and present themselves to obtain new support, funding, and/or advice.

Case study 1: Itzae Ecological Park (God's Gift)

In Poza del Macho, the innovation team "Las Estrellas" (made up of seven women from 11 to 63 years of age) identified that an important community need was a common recreational space where people could relax, do physical activity, and share quality time with their family and peers. The lack of this space meant that community members used the road as a place to play or walk; this left people, especially children, at risk of accidents. They also identified widespread contamination of the community with waste, car tyres, bags, and bottles that could be recycled for other purposes, as well as excessive deforestation of trees for wood or firewood. Faced with these problems, they decided to move forward with the construction of an ecological park, built with recycled materials, that would promote the physical and mental health of the people as well as community integration and participation. The regional technician explains: "One of the problems why they came up with the park is the road, the cars go up and down all the time, there have been accidents, and the spaces in the houses are small; so they said: We need a space where the children can go to distract themselves so that they are not on the phone, where the young people can go to exercise, to run, to live together, that was the reason. The ecological park was very important

because it focused on our mental, emotional, and physical health, which is what nobody pays attention to."

The innovators took a piece of community land in the bush and designed the park innovation, which they presented to the selection committee in the form of a model. The financial grant requested was Q 29,678 and included inputs, materials, and labor. The community contribution was valued at Q 20,000 and included inputs and labor. "This project was truly community-based, there were up to 70 people working here: flattening, making sheds, planting each tire, painting..." As this interviewee indicates, the development of the park not only involved the women of the team, but also the entire community, who joined in the construction, assembling the spaces, moving materials, providing labor, etc.

The impacts of the park can be summarized in four aspects. First, the park fulfilled its objective of serving as a safe place for family recreation: "Children are happy just by getting on a swing or coming to an area like this," says one innovator. Secondly, the park strengthened the social fabric in a community with little organization, participation, and linkage. In the FGD, one person said, "We had never shared as we are today, talking together, of different ages, with older people; even the children greet you when they see you in the street." Third, women's participation and teamwork with their male counterparts meant not only that they began to talk to each other, but also that women were

able to express their opinions and occupy leadership positions in the community. "The biggest achievement we have is that in the community there are now two women innovators in COCODE, where there had never been women before," says a regional technician. Finally, it is worth noting that as it is the only park in the area, the surrounding communities began to visit it on weekends to make use of its facilities and enjoy its benefits.

To ensure its care and improvement, commissions have been formed to take care of each of the park's plots. The team members have a plan in place to earn income from the park to support its care and growth. This plan includes the sale of products and food in the park, charging an entrance fee for neighboring communities, and renting out spaces for events, among other things. Among the wishes for the park's growth are the construction of a concrete soccer/basketball court, the installation of electricity, and the planting of trees.[22]

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22 As basketball and football are sports mainly played by boys, it is recommended to collectively stipulate coexistence rules in the park which allow girls to participate.

Case study 2: Culturally relevant health center for emergency care "Rochochiil Kawilal ree Komonil"

In Palestina, the innovation group "Flor del Monte," originally composed of eight women[23], worked to meet the community's need for a health center that could assist inhabitants with basic issues and attend to emergencies when necessary. As explained in the context section, Palestina is heavily affected by floods and droughts, difficult to access, and lacking in basic services. The community suffers from the effects of flooding, such as skin, stomach, and respiratory diseases as well as soil and water contamination. Also, when floods occur, the passage of vehicles is prohibited and the area is completely isolated, without access to the services of the only health center in the region, which is located in the municipal capital of Chisec. The trip to Chisec is very expensive for the people (around Q 400 / USD 50), who have no other alternative but to pay for it together in the case of births or serious emergencies.

For all these reasons, the innovators promoted the construction and management of a space to provide primary health care with essential and accessible medicines and services for families. The innovation also included the creation of a botanical garden with medicinal plants that can be processed and used following ancestral practices in providing care for or preventing illnesses. Finally, the project addressed the strengthening of the community's early warning system for emergency situations. This involved the installation of a loudspeaker in Sector 1 of the community to inform the population about the severity of floods when they occur. The Health Center also helps the community in times of flooding by providing first aid to people trapped by flooding or those in need of immediate care and shelter before being transferred to the Chisec health center.

Together with a technical consultant, the innovators developed the idea and worked on a business case, including a budget, which was stipulated at Q 97,846.46 of ASECSA's economic subsidy and Q 50,430.00 of community and municipal contributions. As one innovator put it: "We collaborated in the labor force, we worked in shifts of two at a time to monitor the construction on a daily basis. Husbands and men from the community came to work on the construction, and the women organized themselves to do the mixing by carrying water from the well. We also contributed by giving food to the mason from the municipality.

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23 Currently, the group is led by four women; the rest migrated or could not continue to dedicate themselves to the program. Another four women from the community and other innovation groups joined the botanical gardens.

Some people from other innovators' groups also helped." The women were trained in the use of Western medicines to treat common illnesses and in the use of ancestral medicinal plants. They mentioned that language challenges posed some difficulty, as "the trainer spoke Q'eqchi', and that made training easy, but the names of the medicines and components were in Spanish, and that was more difficult." The community comadrona and midwife also received training.

Although the innovation is still at an early stage, some results can already be seen. First of all, the women are working 24 hours a day in the pharmacy. They have organized themselves into rotating shifts, and the people in the community now have access to affordable medicine. They no longer have to travel to the village to buy medicine or pay a high cost for medical consultations. In the words of one innovator: "Now I can treat some illnesses at home and not spend

money on a naturopath who is far away, and now I can identify the illnesses." Secondly, women are already making use of medicinal plants to prevent or cure illnesses, which implies the recuperation and re-valorisation of ancestral

knowledge. Thirdly, the warning system is already functioning, and the community has a greater degree of organization in the face of risks.

With regard to the sustainability, maintenance, and improvement of the health center, the women recognize that a lot of resources are still needed. First, the delivery of materials and doors by the municipality is pending, causing delays in the completion of construction and resulting in tension with the local government. Additionally, the women recognize that they still lack a lot of training; they want to learn about cannulation and suturing and would like a pressure gauge to install in the delivery room. However, as can be seen in this video, the women are making a great effort to manage their money well and save for further investment. They plan to make another purchase of medicine and, in the future, they endeavor to be able to pay themselves salaries rather than volunteering. They are also looking for alliances with other organizations such as Asociación de Guardianes de la Salud of Chisec to be able to receive the training they need, and they are even willing to pay for it with the money they have saved. They recognize the potential they have, as one innovator points out:

> "The need for medicines is very important; there will always be illnesses and it will be possible to sell any kind of medicine they may need. Sometimes people ask if you have medicine — we are already making ourselves known in another village so that they will come and buy from us."

Case study 3: Production and commercialisation of bio-inputs based on mountain microorganisms

In Xesiguan, the innovation team "El Esfuerzo" (made up of 14 young people aged 18 to 21) worked on two identified needs. First, factors such as drought, hurricanes, and the continued use of agrochemicals have led to weakened harvests, poor soil use, crop failure, and increased hunger and poverty. Secondly, young people in the community have very few employment opportunities and must migrate to other farms to sell their labor or impoverish themselves by buying synthetic agro-inputs to try to improve their crops. The Association of Community Production Committees (ACPC), present in Xesiguan, brings together producers from 11 Mayan Achi' communities and promotes the strengthening of traditional and ancestral production without pollutants. In turn, the Food and Agriculture Organization of the United Nations (FAO) has supported the community with the construction of a biofactory for the preparation of bio-inputs with mountain microorganisms, destined to enrich the soils of families in the community. Faced with difficult environmental, health, and unemployment situations, El Esfuerzo promoted an innovation to involve the young people of the community in the production and marketing of bio-inputs based on mountain microorganisms in greater quantities and with better quality, as shown in this video. The solution involved the development of a technified process as well as the packaging, storage, and marketing of four types of bio-inputs for fertilization as well as pest and disease control for crops.[24]

Unlike other innovations, this one focused on optimizing, testing, marketing, and

24 Biopreparations are substances and mixtures of plant, animal, or mineral origin present in nature that have nutritive properties for plants and repel or attract insects for the prevention and control of pests and/or diseases. Biofertilisers, on the other hand, are made of microorganisms, bacteria, and fungi that help plants in the biological process of nutrition, mainly through the efficient use of nitrogen. They also promote the stimulation of vegetative growth, solubilise and transport nutrients, protect the root system against pathogens, and help soil regeneration.

scaling up a product that was already being developed on a small scale in the community and with the support of various organizations. The young people decided that the innovation had to be youth led and youth integrated and aimed to make it a source of employment and income generation. The budgeted investment amount was made up of a Q 41,114.00 financial grant from ASECSA and Q 21,500.00 of contributions from the innovation group. The innovation involved capacity-building of the young people in regards to the production of bio-inputs, validation of the inputs in four crops, and analysis of the products in a laboratory to assess their nutritional components. It also involved the equipping of the biofactory, the collection of mountain microorganisms, and the elaboration of a manual with technical standards for the production of four types of biopreparations. Finally, the innovation included the production of these four biopreparations, their packaging and labeling, and the development of a marketing plan. Given the producers' habit of purchasing packaged chemical products, the team wanted to create a product with appropriate labeling and packaging. In the words of one innovator:

"When we started, we already had our logo, but the lab tests were missing; we had the idea of having packaging, labeling, and a final product (...) Now we already have the lab results. It is already labeled with what came out in the lab, guaranteeing what our product does have."

The impact of the production and commercialization of bio-inputs can be visualized in three ways. In one sense, the innovation has been effective in incorporating young people and giving them the impetus to work toward a common cause. In the beginning, 12 young people started, and today there are 14 young people who organize themselves in rotating shifts to produce the products, despite the fact that they also study and work. In another sense, the product is being used by local producers and is bringing the expected benefits, as this beneficiary indicates: "With the mountain microorganisms, which are organic, the preparation and fermentation work better for us; it is more useful, and the results have shown that it works. They already have inputs produced by nature itself." Finally, the people of the community recognize in this practice a way to return to ancestral knowledge, to local practices, and to nature, rather than using chemicals or pollutants. As one participant stated, "You know now that we are being bombarded by large industries; why don't we go back to the ancestral knowledge? Because the old people don't lie to us; they didn't start with chemicals." All in all, this contributes to the improvement of soils and crops, to healthy and sovereign food, to the growth of the local economy, and to the combination of ancestral practices with innovative aspects.

In terms of sustainability, after doing the lab tests, testing the products, and developing the packaging, the innovators are currently in the "transition process of convincing farmers in the area to try the products and agree that it works," as one innovator put it. It is encouraging to note that some of the farmers who tried the products for free are already asking to buy them. In the words of one innovator: "In terms of objectives, we are already achieving one: We already have a market. Maybe not at 100%, but we are already marketing the product to potential farmers. Right now, the challenge we have is to produce and sell some 40 or 60 canisters of liquid fertilizer to tomato and green bean farmers, farmers in other communities, and outside the municipality." The level of organization and support that these young people receive will be fundamental in allowing them to continue marketing and expanding their products.

Good practices and recommendations

To summarize, the Catalystas team highlighted a set of *good practices* in the implementation of the CLIP in Guatemala. The use of dynamic, participatory, and accessible methodologies based on popular education and the Mayan cosmovision was central so that participants could appropriate and re-signify the concepts and activities proposed. The recovery and enhancement of ancestral and indigenous knowledge, present throughout the program, became an added value for the innovations developed and a way to strengthen the social fabric of the community, collective work, and the vision for the common good.

Likewise, the program's impetus allowed innovators to actively participate throughout the process and to make as many decisions as possible by being active agents of their solutions. Efforts to promote women's participation in the program were reflected in the results and in the growth of women as leaders. The equitable distribution of funds ensured that budgets were in line with the needs of each solution. Clear communication about the delivery and distribution of these funds with both community leaders and innovators ensured transparency throughout the process. Finally, the promotion of a learning-by-doing and knowledge-sharing mentality (rather than knowledge transfer) allowed communities to feel recognized and heard and to experience ownership of the process in which they were engaged, increasing their participation rates. The program

constantly adapted to the lessons learned in a sustained search for reflection, learning, and improvement.

Catalystas' **recommendations** for the implementation of the CLIP in Guatemala are oriented in three directions. Firstly, it is recommended to sustain the participatory and dynamic methodology in which communities work on recognizing their own needs and constructing ideas to address them. Although this may take more time, it is fundamental to motivate group unity, participation, and inclusion, as well as the strengthening of community ties and the revaluation of ancestral culture. Above all, it is key for innovations to emerge from self-identified needs and to make efforts to sustain them over time. It is also advisable to maintain an equitable distribution of economic subsidies in accordance with the needs of each innovation, and to establish fair guidelines for the incorporation of greater subsidies in the event that the innovation requires greater research or scientific/technical assistance.

For new cohorts, it is suggested to find an efficient way of working with regions closer to each other while also not losing the vision of supporting the most vulnerable communities or the intention of sustaining an equitable presence throughout the territory. Finally, throughout the program, it is important to incorporate more training in aspects that give greater sustainability to the innovations: leadership tools, teamwork, specialized roles, business models and planning, fund management, finances, and conflict management, among others. In this sense, the growth stage will be strengthened, and it is recommended

that greater emphasis and time be given to it, as was done in the last cohort.

Secondly, for the accompaniment stage, it is advisable to generate articulation and feedback mechanisms, like peer mentoring between the innovations that work on similar themes in different communities (e.g., water collection, planting fruit trees, and latrines). The products could be optimized for replication, scaling up, and implementation at the national level wherever they are needed. Meetings between innovators at the national level will be key for this interaction and also for the identification of institutions in the private and public sectors and national and international cooperation realm where innovations can present their solutions. These entities may be social impact investment funds, social entrepreneurship supporters, and/or organizations working on similar issues, among others.

Now that the community has more organizational tools, it is possible to work on more standardized risk or emergency preparedness and response mechanisms by territory. In order to not lose contact and support, it is also important to plan regular follow-up mechanisms with all innovations through the other ASECSA programs that work in the territories of these communities. Finally, it is recommended to consider annual or biannual evaluations in each community to analyze the results of the program in the long term, both in terms of satisfaction of needs as well as changes in behavior and power dynamics.
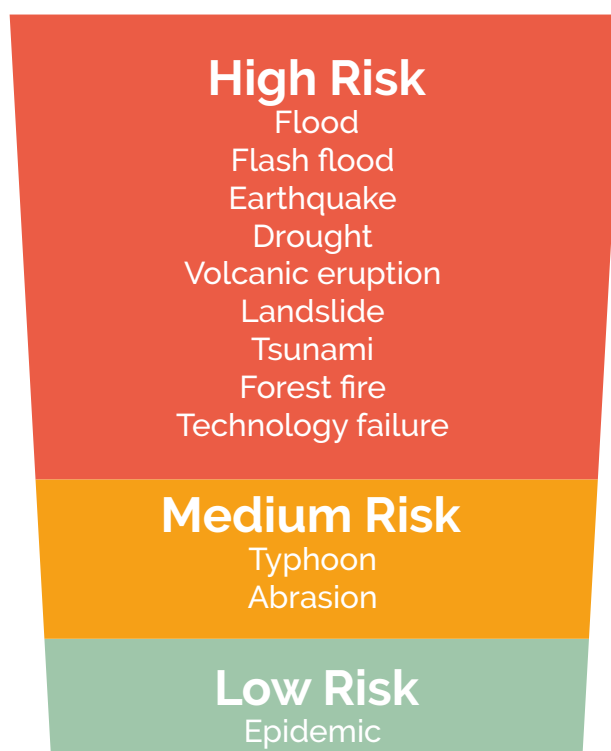
Indonesia

Context

Indonesia, the fourth most populous country in the world, is a disaster-prone nation situated in the Ring of Fire, the area home to the highest number of volcanoes and earthquakes on Earth. An estimated 97% of the Indonesian population lives in areas deemed at risk of disaster, and the archipelago suffers approximately 3,000 natural disasters annually. The COVID-19 pandemic and economic challenges have interrupted some of the initiatives that Indonesia has been deploying since the 2004 Indian Ocean tsunami regarding disaster risk prevention, mitigation, and crisis response, placing the population at even further risk should a disaster occur. A risk of man-made humanitarian crisis is also present in the ongoing and latent conflict with its Papuan indigenous population, according to the Office of the High Commissioner for Human Rights of the United Nations.[25]

In the Special Region of Yogyakarta alone, where the CLIP's Ide Inovasi Aksi Inklusi (IDEAKSI) program takes place and is implemented by country partner YEU, communities face 12 major hazards:

The province of Yogyakarta is highly diverse and includes the following areas covered by the CLIP:

- The Southern Mountain Unit, covering ± 1,656.25 km² with an altitude of 150–700 m. It is situated in Gunungkidul District, a critical, barren, limestone/karst area consistently experiencing water shortages.

High Risk
Flood
Flash flood
Earthquake
Drought
Volcanic eruption
Landslide
Tsunami
Forest fire
Technology failure

Medium Risk
Typhoon
Abrasion

Low Risk
Epidemic

- The Merapi Volcano Unit, covering an area of ± 582.81 km² with an altitude of 80–2,911 m. This area extends from the volcanic cone to the fluvial plateau of Mount Merapi, covering the areas of Sleman District, Yogyakarta City, and parts of Bantul District, which are protected forests and water catchment areas.

- The lowlands between the Southern Mountains and Kulon Progo Mountains cover ± 215.62 km² with altitudes from 0–80 m. This region consists of fluvial landscapes dominated by alluvial plains. It stretches across southern Yogyakarta from Kulon Progo to Bantul District, which borders the Thousand Mountains and is a fertile area.

- The Kulon Progo Mountains and Southern Lowlands cover ± 706.25 km² with an altitude of 0–572 m.

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25 United Nations Human Rights Office of the High Commissioner "Indonesia: UN experts sound alarm on serious Papua abuses, call for urgent aid"

The mountains are located in Kulon Progo District, and the northern part is denuded structural land with hilly topography, steep slopes, and limited groundwater potential.

According to research shared by YEU, Yogyakarta is home to 438 villages, 301 of which are prone to disaster (68%). Yogyakarta has experienced major disasters before, including a 2006 earthquake that killed 4,143 people and severely damaged 71,372 homes, as well as the 2010 eruption of Mount Merapi, which killed over 350 people and displaced over 384,000. As home to the highest proportion of elderly people in the country, with older people comprising approximately 13% of the region's population (an estimated 45,000 people) as well as the fourth highest population of people with disabilities (an estimated 40,000 individuals at the start of the CLIP program), Yogyakarta was selected as a prime location for IDEAKSI's focus on inclusive disaster risk reduction and preparedness.
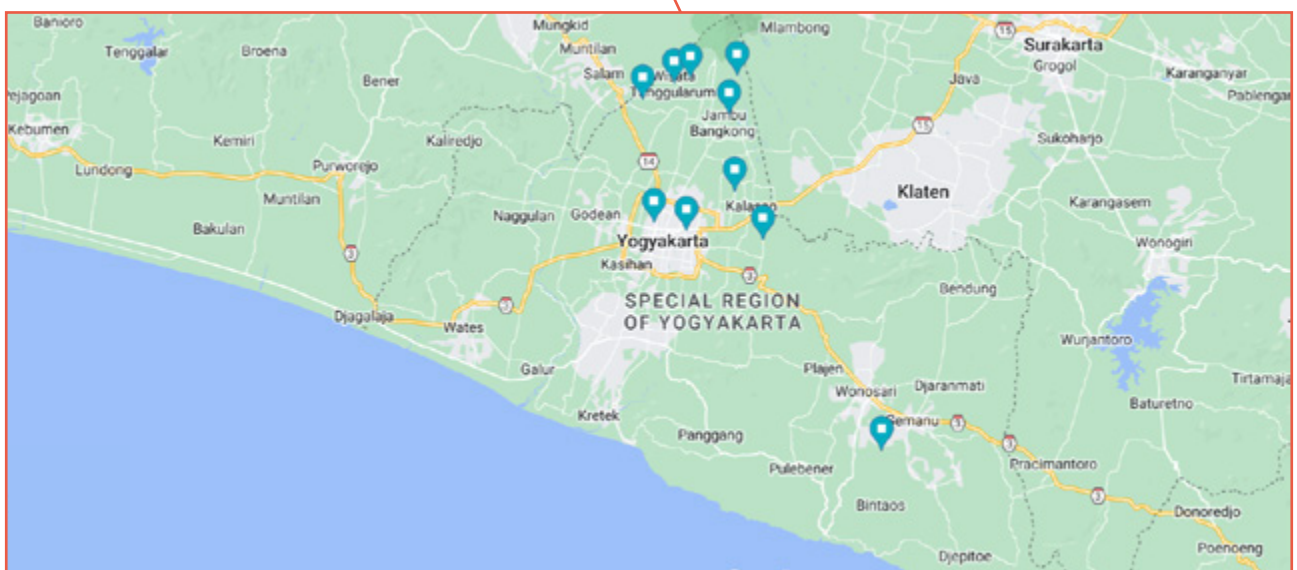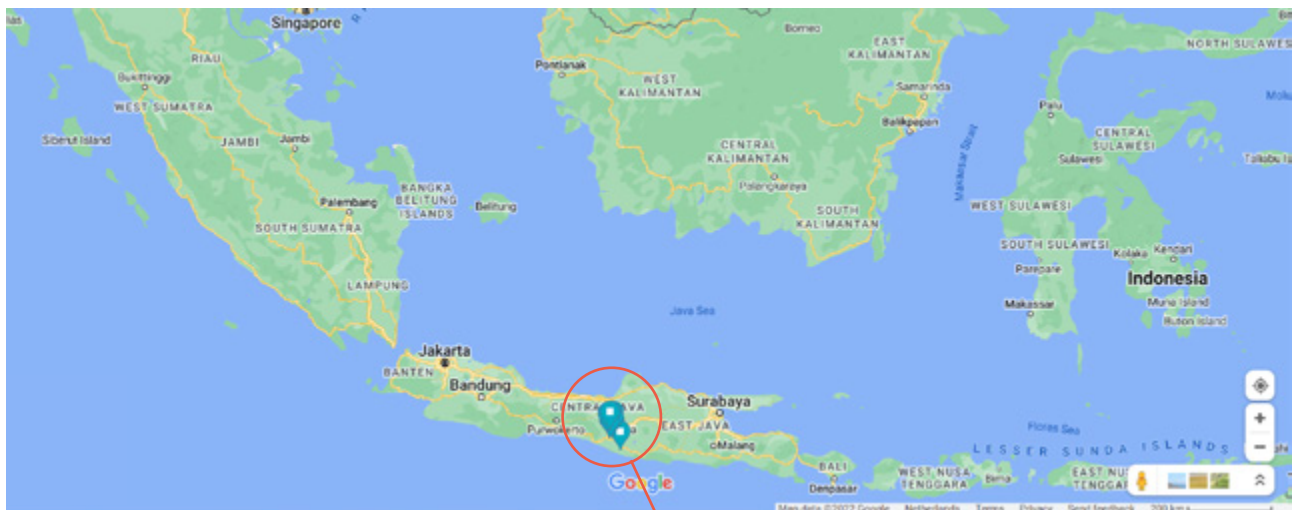
Programmatic structure and dynamics

The structure of CLIP Indonesia follows a clear delineation of roles and responsibilities, both in the partnership between country implementing partner YEU and the global partnership members, and in the relationship between YEU, innovators, and local ecosystem actors. YEU, as the implementing partner, sits clearly at the nexus of the program, directly communicating with both innovators and the global partnership.

The global partnership provides guidance, mainly in the form of tools, frameworks, and training; it supports the coordination of learning exchanges and events; provides feedback and final approval on changes to programmatic activities or major budget alterations; and maintains the relationship with the donor, FCDO. However, all major programmatic development and implementation components have been designed by YEU, with the team maintaining a clear sense of ownership of the IDEAKSI program. Multiple YEU staff members noted the flexibility and equity that they have been afforded in decision-making processes. For example, one YEU staff member shared in a KII: "I think it is equal. We have equal partnership with Elrha and the flexibility as YEU to design our project as needed. This feels different from other donors. Sometimes we just have to follow their track. But with CLIP, we can engage fully, and we have the freedom to design the project as we need and as the community needs." This indicates that although there is still a somewhat traditional understanding of the relationship between the global

partnership and YEU as a donor/recipient dynamic rather than entirely equal partners, it is still a highly positive and flexible relationship that has enabled YEU to grow and strengthen as an organization, in particular around managing large-scale budgets and financial decision-making, with one YEU staff member noting:

> *"YEU has freedom to propose whatever activities we want to implement. The only thing we ask them is if there is a carry-over budget from one phase, can we carry it over to the next phase. Usually they support us — we don't have to absorb all the risk; they give us the time we need, give advice on what kind of activity can be done. But mostly the decision making is with us. Whether we want to do scoping study or advocacy, we decide the amount of the budget ourselves."*

However, it was also noted that when YEU does require additional support, the global partnership does indeed step in to ensure the smooth continuation of the program. One YEU staff member described the process of involving the global partnership when the team could not resolve a budgeting issue:

> *"Usually we will discuss with our team first, and then we decide if the activity is crucial — do we reduce something else to make it fit? If there is no opportunity to adjust — this happened during the first phase when the budget cuts happened and we had to reduce everything. During the conversations, we told Elrha and ADRRN we didn't have the budget to do advocacy anymore. We tried to find other places to cut from. ADRRN and Elrha discussed and found a way to cover more. We focused*

on protecting implementation in the countries. They really supported us to do these innovations; I think most of the reductions happened in the coordinating partners, not at the country level."

This approach was also reflected in conversations with ADRRN staff, with whom YEU works most closely out of all the global partners. In one interview with ADRRN, it was noted that from the start, ADRRN was willing to take on feedback from the country partners and adjust the partnership dynamic accordingly:

"With inputs from CDP and YEU, from ADRRN's side we shifted. We were making all these policy documents around due diligence, and we modified these based on feedback, and made the change for actual rollout. We are flexible! And try to remain flexible. The speed of flexibility is also very important to us; we can't take so much time to respond. It was a quick process to modify and roll out."

ADRRN also shared in an interview that "... we cannot have a donor mentality of 'if something goes wrong, it's on you'; we have to be with [the country partners], or people cannot experiment." This perspective demonstrates the willingness of the global partnership to encourage innovation and experimentation not only at the level of the local innovators, but also to explore systems change and innovative partnership styles in the program structure itself. While more could be done to enhance the dynamics of equality even further, the CLIP has made a highly positive start in rethinking what multicountry programmatic structures and enabling environments could look like.

In CLIP Indonesia, known locally as the IDEAKSI program, strengthening the local ecosystem and creating an enabling environment for systems change have been at the core of the program since the design phase. Even prior to the involvement of innovators, the partnership between Start Network, Elrha, ADRRN, and YEU has clearly been one of support and encouragement, as YEU has built its organizational capacity to develop and manage larger scale innovation programming. From the start, the CLIP program has also clearly encouraged local ecosystem and partnership development: In the design and early implementation stages, YEU worked to bring in local partners, such as technical experts to help select innovators and local universities to help bridge the gap between academia and practitioners. These partnerships have continued throughout the program in work with the innovators themselves, demonstrating a clear commitment to building a stronger local ecosystem that is able to effectively identify, address, and resolve disaster-related risks and other humanitarian issues — especially for vulnerable populations. YEU has also developed a number of learning materials for dissemination under the CLIP program, including blogs, journal articles, news articles, and reports. **It is recommended that the global partnership support YEU in disseminating these materials to wider audiences in order to further expand the reach and impact of the CLIP's activities in Indonesia.**

Multiple YEU staff members noted that while providing technical support to innovators remains a challenge, and something that the YEU team is not yet equipped to provide themselves

in many cases, they are developing a strong network of experts to whom they can reach out in order to ensure that innovators have access to the types of support they need to make their innovations a success. **Continuing to expand this network of technical experts and mentors to support the innovations with regular check-ins and technical assistance is highly recommended for the next iteration of the CLIP.** Such support should be in direct reflection of the needs of the innovations and communities, for instance around technical skills such as electrical wiring, battery and solar panel set-up and installation, civic engineering and water resource management, land reclamation and (re)forestation, or phone-based application development and program coding.

These technical experts have been vital in establishing IDEAKSI as a program with a strong network of trusted experts in the communities where YEU is operating, both lending legitimacy to the program and serving to strengthen the local ecosystem by fostering increased connection and relationships across communities. In the selection process, YEU notably partnered with local initiative U-Inspire, a DRR acceleration platform for youth and young professionals in science, engineering, technology, and innovation (SETI) as an innovation advisor; additionally, with oversight from ADRRN, YEU brought together a number of local experts to evaluate the innovation applications and create a selection committee to finalize the innovation teams participating in the program. These technical experts, consisting of representatives from local disaster management authority agencies, persons with disabilities, humanitarian actors, and academics, later act as mentors and advisors for the innovators. However, it was noted during conversations with YEU staff that due to the nature of the application process — in large part due to the impacts of COVID-19 and the resulting limitations

on how to engage with communities — and the types of questions asked, innovations favoring technology-based solutions had a higher likelihood of being selected; innovators with the skills to work with tech-based innovations often have higher levels of education or more experience in participating in similar processes and could therefore develop a stronger proposal at this key early stage. As the CLIP and the IDEAKSI program aim to support community-led innovations that integrate local and indigenous knowledge, in addition to or in complement with technological solutions, it is recommended that the application process for the next iteration of the program be revised. **YEU is encouraged to exchange with both CDP and ASECSA as well as the global partners on how to better design the application process to reflect the community-led nature of the program, and to support the identification of innovative approaches that utilize local and indigenous knowledge.**

When it comes to the equitable distribution of resources, YEU designed this iteration of the CLIP to allocate resources equally rather than equitably. Each innovation could apply for the same budget at each stage of development, which they were informed of upon their selection as finalists in the application process: The first stage of design, development, prototyping, testing, and implementation made IDR 85,000,000.00 (GBP 4,550.00) available to each innovation, scaled down from an original plan of GBP 10,000.00 per innovation due to the FCDO budget cuts. In some cases, a small additional amount was requested by the innovators for activities such as additional needs assessments; these

smaller amounts were all granted. For example, the Forum Komunikasi Winongo Asri (FKWA) innovation team shared:

> *"During the proposal approval process and referring to our discussion with the YEU team, it turned out that our innovation needed additional funding for two important parts for the innovation. The first one was to conduct a survey to identify potential organic waste supply, and the second one was to draft a clear business plan to ensure long-term business sustainability. For the first one, we received additional funding from YEU of IDR 4 million, and for the second one, we received funding IDR 3 million from YEU. This is apart from the IDR 85 million we received for our initial proposal."*

In the scale-up stage, the innovations selected were eligible to receive an additional IDR 120,000,000.00 (GBP 6,400.00), scaled down from the originally planned GBP 20,000.00 per innovation. Currently, out of nine innovations, three are in the initial development stage, four are in the scale-up stage, and two are currently on hiatus. In addition to financial resources, YEU also provides the innovation teams with capacity-building training and workshops. Some of these activities are provided to all innovators, such as an initial series of trainings on data collection, bookkeeping, and reporting, while others are tailored to the specific needs of each team, such as technical expertise to help develop irrigation systems for the Farmer's Group Ngudi Mulya. In the scale-up stage, all innovators receive refresher training on bookkeeping and reporting alongside a more detailed workshop on financial reporting and the use of disaggregated data. YEU also facilitates learning and

exchange events and spaces for the innovations to come together and share their progress and approaches with each other as well as with external stakeholders, for example in regional and global humanitarian platforms, and in advocacy activities with local authorities.

As YEU looks to structure the next iteration of IDEAKSI under the CLIP, **it is recommended that innovation budgets be designed together with each innovation team**, with considerations for the innovation team capacities; the needs of the innovation in terms of materials, technical expertise, and development (for example, applying existing tools or technologies in a new way might require a less resource-intensive approach than building a new technology from scratch); and sustainable development processes. This may — and in many cases, should — result in different innovations receiving different grant amounts, based on a more innovator- and community-led approach to determining appropriate equity-based grants.

It is strongly recommended that YEU conduct specific learning sessions with ASECSA in Guatemala to continue their development of resource allocation approaches in shifting from an equal approach to an equitable approach, taking into account the capacities and needs for realizing each innovation. Notably, YEU staff shared that this is already something they are considering restructuring for the next iteration, and Catalystas is positive that this decision will move the program toward increased efficiency and impact. It was also noted by YEU staff that more of the IDEAKSI budget could have been allocated to the innovation teams in place of

some of the training and workshops conducted. While the majority of the innovators themselves did find the capacity-building activities to be helpful, **it is recommended that YEU consider carefully how to prioritize budget lines in the next iteration of the program, and whether any of the previous training could be shared with new innovation teams by currently participating teams** in a manner similar to the innovation team of DIFAGANA providing training to the Disaster Risk Reduction Forum/ Forum Disabilitas Tangguh Bencana (FPRB) Gunungkidul and PB Palma GKJ Ambarrukma (PB PALMA) on disability inclusion. This could not only ensure increased efficiency in the allocation of resources directly to innovations; it could also contribute to fostering a stronger sense of community among innovation teams and communities, engendering further knowledge-sharing and exchange of ideas and approaches. This could lead to more effective and sustainable innovations overall, as demonstrated by the exchanges that have already resulted in positive adaptations among current innovations, such as the Farmer's Group Ngudi Mulya learning about the use of solar panels from the Merapi Rescue Community (MRC):

"During the IDEAKSI selection process, we found that the solar panel concept in the early warning system by MRC is a good idea to overcome unstable electricity and blackouts in our sub-village. We finally decided to install this in our innovation as well."
- KII, Ngudi Mulya Innovation Team

Challenges

While overall, the IDEAKSI program under the CLIP has successfully supported

nine innovation teams in exploring and experimenting with new approaches to problem solving and creating community-led solutions to identified needs, there have been a number of challenges along the way.

In Indonesia, the CLIP program faced a number of sociocultural hurdles — some across the program as a whole and some specific to certain communities. Overall in Indonesia, innovation is considered a "modern" approach driven by tech-based solutions that are expected to incorporate some kind of computer or app system. However, the CLIP sought to encourage the use of local knowledge and traditional approaches in new ways, requiring a new understanding of innovation as a concept and how innovative approaches could be applied. While tech-based solutions did serve as the foundation for a number of the CLIP innovators in Indonesia, some projects did effectively combine or center local knowledge and approaches. Perhaps most effective in combining modern technology and traditional wisdom were the innovators of the Ngudi Mulya Farmer's Group, who utilized both low-tech methods and modern updates to traditional processes to ease the burden on elderly farmers and enable them to work more efficiently and effectively. By implementing a sprinkler system with both manual and app-based controls, the group modernized farming — even engendering the unanticipated positive outcome of partnering with local university students and showcasing farming as a desirable, lucrative, and technology-driven opportunity and career path at a time when the majority of youth choose to follow other paths.

Another hurdle the Indonesian

innovators had to overcome was the existing mindset across communities when it comes to how traditional NGOs operate, how aid is delivered, and how communities are involved — or rather, uninvolved — in the process of solving their own problems. As shared with the evaluation team by members of YEU as well as members of the communities and innovation teams themselves, developing community-led solutions can be difficult when working in systems that have traditionally objectified communities as passive recipients rather than involved participants with a say in identifying their own needs and solutions. Accordingly, many communities have become passive in approaching problems, simply accepting their status quo rather than thinking in innovative ways to find potential new solutions and approaches. As one YEU staff interviewee shared:

> *"One big thing would be how it's community-led and the initiative of the community. If you bring something to the community, it's like bringing a gift. Once it's used up, they don't feel the need to make another gift themselves … The initiative of the community is key — if they say 'we need this app,' then it is sustainable. If they say 'I don't know' or 'not really,' it won't be sustainable."*

In centering the communities and ensuring their inclusion in each stage of the innovation process, the IDEAKSI program is working toward a much longer-term goal than can be measured in this evaluation: a change in mindset that will enable communities to become innovators and active problem-solvers themselves. In terms of meeting the goal of the CLIP, it was stated by one donor representative: "The original idea was to respond to Grand Bargain commitments

around localization. It's the one initiative in [FCDO's] program where we were taking that on board and responding to that." Indeed, IDEAKSI under the CLIP has taken this goal to heart, and while the program has room to improve even further given more time to continue this long-term work on mindset shift and behavioral change, it is clearly on the right path.

Finally, some communities in Indonesia faced trust-based challenges around interfaith cooperation. With the innovation team of PB PALMA in particular, the work of community leaders was crucial in helping the entire community to understand and accept the benefits of the innovation, as one of the key partners in the development process was a church group. However, the focus on inclusion as a core component of the IDEAKSI innovations seems to have greatly contributed to overcoming such hurdles, as community leaders and innovators were able to focus on the need for inclusive approaches to DRR — regardless of ethno-religious identity — something diverse communities were able to successfully and effectively rally behind.

Definitions

Innovation

One of the themes throughout the CLIP program is the flexibility and freedom at every level to approach the program in the way most appropriate to local contexts and culture. In CLIP Indonesia, the definition of innovation exemplifies this highly contextualized approach, with no two program participants having the exact same definition. However, there is a main thread that runs through the majority of CLIP participants'

understanding of innovation: **providing something new to the community — whether a new approach or a new invention — to solve an existing problem, regardless of whether it is a novel solution or simply new in this environment.** While Indonesian society generally views innovation as related to technological advancement, it is worth noting that some IDEAKSI participants, in defining innovation in their own words, also shared the key role they see local knowledge playing: "For us, 'innovative solution' means providing a solution that answers a community problem while also embracing local wisdom." (KII Innovator, Mrs. Arni, Center for Improving Qualified Activities in Life of People with Disabilities (CIQAL))

Value

As demonstrated by the identified added value of the CLIP partnership overall, value in the CLIP is not defined by financial resources. While one community member did express the importance of economic empowerment, this was described in relation to independence and resilience rather than financial gain. Overall, value in IDEAKSI has been understood and defined as the **increased capacity** of communities to protect themselves and each other in the face of disaster, through increased **knowledge and education**, and the increased **inclusion, active participation**, and involvement of all people in the community via higher levels of confidence and capacity.

"There are three important values in this innovation. The first is communities are more confident in expressing their opinions, thoughts, and complaints, the second one is economic empowerment,

and the third one is the capacity building process through trainings (on website and disaster risk reduction)."
- KII Community Member Mrs. Puji, FPRB

"The value of this innovation is the education. The knowledge and experience of disaster preparedness really help the community in understanding disaster preparedness."
- KII Community Member, Mr. Sukarja, Perkumpulan Lingkar (LINGKAR)

"All participants agreed that all innovations have a couple of similar values. The first one is inclusive disaster preparedness and second is innovative approach based on local wisdom."
- FGD Community Leaders

"Based on the discussion, participants believe there are two main values from the innovations. First is capacity building through trainings and simulation for disaster preparedness and second, the introduction of inclusiveness through the involvement of people with disabilities and the elderly in the program activities."
- FGD Community Members

Sustainability

When it comes to sustainability, there were two main elements mentioned regularly by everyone who participated in KIIs and FGDs: **funding** and **capacity**. These two elements are inexorably linked; without the human resource capacity, funded innovations cannot be implemented, while without funding, innovations cannot retain personnel or scale, and they cannot maintain their operations. There are key impacts on

social change that can be sustained if the innovations cease, such as improved inclusion practices among communities and local government authorities. However, when it comes to the sustainability of the innovations themselves, rather than the lasting effects, it comes down to the securing of sustainable financing and team capacity. In IDEAKSI, some teams have stronger approaches to economic independence than others; FKWA and Ngudi Mulya, for example, each have sustainable business plan development processes in place to generate income as well as impact from their innovations. FKWA plans to harvest and sell maggot larvae to a variety of buyers and has already signed an MoU to supply 200 kg of maggots weekly to a specific buyer. Ngudi Mulya is in the process of establishing a business unit that will manage the reinvestment of profits gained from water sold in the irrigation units for the scaling of the systems to reach new communities. On the other hand, some of the other IDEAKSI innovations have placed less emphasis on economic sustainability, creating solutions that are now supported by local authorities or church groups and do rely on these external sources in order to continue their functions. For example, while the local District Office of Communication has agreed to host the disability inclusion website of FPRB, should the local government stop hosting the website, FPRB would likely not have the internal funds to maintain the site on another server, and accordingly, it has a lower likelihood of long-term internally generated (financial) sustainability.

Overview of the innovations

	Name of Innovation	Program Title / Description	# of Innovation Team Members	Stage of Innovation	Type of Innovation	Reach[26] (Unique Beneficiaries)
1	CIQAL Foundation (Center for Improving Qualified Activities in Life of People with Disabilities)	Participation of People With Disabilities in Disaster Preparedness in Kepuharjo Village	5	Scale Up	Preparedness & Mitigation; Immediate Emergency	111
2	DIFAGANA D.I. YOGYAKARTA	Disaster Emergency Support: an Inclusive Disaster Mitigation Application (Android-based)	6	Scale Up	Preparedness & Mitigation; Immediate Emergency	164
3	Forum Komunikasi Winongo Asri (FKWA)	Waste Management Innovation with BSF (black soldier fly) or Maggot Larvae as an Effort to Manage Organic Waste With a Bioconversion Process in the Context of Disaster Mitigation Based on Local and Inclusive Communities	5	Development	Preparedness & Mitigation; Protracted Crisis / Immediate Emergency	102
4	Forum Disabilitas Tangguh Bencana (FPRB) Gunungkidul	Inclusive Digital Deliberation Platform on DRR for People With Disabilities	11	Development	Preparedness & Mitigation; Immediate Emergency	44

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26 It should be noted that while YEU has collected data on unique beneficiaries and disaggregates this data based on gender, persons with disabilities, and age, there could be a more organized way of monitoring reach per innovation.

5	Perkumpulan Lingkar (LINGKAR)	Adaptation of Inclusive Early Warning System and Evacuation Plan	7	Development	Preparedness & Response; Immediate Emergency	137
6	Merapi Rescue Community (MRC)	Visual and Sound-Based Evacuation Guideline System in Disaster Mitigation as Early Warning	10	Hiatus	Preparedness & Response; Immediate Emergency	8
7	Ngudi Mulya Farmer Group	Mist Irrigation as Innovation in Creating Water Accessibility for Older Farmers and Farmers with Disability	5	Scale Up	Preparedness & Mitigation; Protracted Crisis	80
8	PB Palma GKJ Ambarrukma (PB PALMA)	Effective and Inclusive Gadjah Wong River Flood Emergency Response	8	Scale Up	Preparedness & Response; Immediate Emergency	183
9	SEKOCI Sasana Inspira	Orientation of the Host Families as an Effective Solution in Disaster Mitigation for People with Disabilities	9	Hiatus	Mitigation & Response; Immediate Emergency	78

What is the added value of the partnership?

The CLIP partnership has contributed added value in two key and overwhelmingly clear ways: **knowledge** and **connection**, both in a **flexible** manner.

Intertwined throughout the program, both the facilitation of knowledge exchange and the capacity-building of YEU as well as local innovators themselves has clearly resulted in increased impact and sustainability, as well as the coherence of the program. Alongside this, the strengthening of local ecosystems through building dynamic and diverse partnerships with communities, local authorities, and local CSO networks, as well as the strengthening of partnerships between country programs have been additional major benefits. The further connection of country partners and innovators to national, regional, and global platforms, as well as increasing their capacity and their access to alternative sources of support and funding, is a key added value of the partnership.

The core of the CLIP program, and the

thread that runs through every level of partnership and support, is knowledge. Knowledge sharing, capacity building, education, and local wisdom; it is through this multilayered partnership that so many exchanges have occurred and so much knowledge has been shared. Knowledge sharing forms the basis of innovative approaches, systems change, and mindset shift within each community, between communities locally, and between country partners. Above all, this CLIP partnership has created a space where learning and growth can take place and where experimentation — and even failure — is allowed and encouraged.

At the local level, community members in Indonesia noted that they value the capacity building and knowledge gained as one of the most important components of the CLIP, sharing:

"There are three important values in this innovation. The first is that communities are more confident in expressing their opinions, thoughts, and complaints. The second is economic empowerment, and

the third is the capacity building process through trainings (on the website and disaster risk reduction)."
- Interview with Community Member, Community of FPRB

"The value of this innovation is the education. The knowledge and experience of disaster preparedness really help the community in understanding disaster preparedness."
- Interview with Community Member, *Community of LINGKAR*

"Based on the discussion, participants believe there are two main values from the innovations. First is capacity building through trainings and simulation for disaster preparedness, and second is the introduction of inclusiveness through the involvement of people with disabilities and the elderly in the program activities. "
- FGD with Community Members, All Communities

Community members also noted that some of the innovations have drawn interest from external actors, such

as local universities. One community member participating in the FKWA innovation shared that "there are university students who do KKN (kuliah kerja nyata)[27] in their neighborhood and were inspired by the idea from the innovator; they then adopted the approach of processing organic waste using maggots for their program." Similarly, community leaders agreed that "all the innovations have a couple of similar values. The first one is **inclusive disaster preparedness** and second is an **innovative approach based on local wisdom**." The depth to which knowledge and learning exchange are valued is clear, and it is through the CLIP partnership that these communities have been able, both internally and with each other, to learn from one another and exchange ideas. In the FGD held with community leaders, it was even suggested by participants that a WhatsApp group be created for the following purposes: enabling participants and additional local leaders to more easily remain in touch; allowing these groups to coordinate with each other around sharing learnings from the innovation process; and providing support in expanding the initiatives to new communities. This would be similar to the WhatsApp groups for the innovators. Accordingly, it is clear that even though the CLIP does not directly connect communities through IDEAKSI, there is a strong foundation to build upon when it comes to the community-led desire for exchange and enhancement of intercommunal connection.

When it comes to the innovators themselves, the connections and network developed via the IDEAKSI program are an obvious strength. Multiple innovators noted that knowledge gained through exchanging with other innovators or with the experts brought to the network by YEU has been the most useful part of the program for them. As one innovator from FKWA shared, "For me, the most useful part of this innovation process is the chance to meet and discuss with other innovators in IDEAKSI because it's enabled us to create a network with other innovators, which can be very useful in the future." In addition, innovators found the support and knowledge gained through the training designed and delivered by YEU to be highly valuable, going so far as to enable some of the local organizations involved in the innovations to successfully manage large grants for the first time.

Furthermore, the structure of this partnership from global to local, and the focus on learning and innovation as an approach, has resulted in a program that encourages not only innovation in solution design but also innovative ways of thinking and doing. The freedom afforded to each layer of the partnership has clearly had a positive impact on the degree to which each type of stakeholder has taken innovation to heart: In supporting YEU to design the IDEAKSI program and make decisions about resource allocation, activities, and innovation selection processes, ADRRN and Elrha have effectively supported the growth of their country partner as an organization. Using guidance and

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27 Kuliah Kerja Nyata (KKN) is a concept of linking academic study with the practical experience of community service. It is also known as Student Study Service or Real-Work Study. It is a mandatory program for Indonesian university students to participate in social and development projects in rural areas.

tools developed together with the global partners, YEU has grown into a leadership role, with the IDEAKSI team demonstrating confidence in its ability to take on larger programs, design and deliver trainings, and provide support to each local innovator and community. The flexibility of the program has also enabled YEU to make adaptations as necessary and at a much more rapid pace than in traditional programming with bureaucratic decision-making structures. This is most evident in the case of the innovation that recused itself from the IDEAKSI program following the uncovering of fraudulent practices within the innovation team. With support from the global partners given as needed, YEU effectively handled the situation without compromising the program as a whole, and furthermore efficiently reallocated the budget previously reserved for the former team, using it to provide additional trainings, workshops, and events for the remaining innovations throughout the program cycle.

However, in some cases, additional guidance or support from the global level may be helpful, such as in encouraging YEU to go even further in experimenting with different forms of innovation and new (or traditional) ways of thinking. Reflecting both the general cultural understanding of innovation in Indonesia (which emphasizes the "Silicon Valley" approach of often tech-based products seeking an opportunity for application) as well as the humanitarian sector's current approach to innovation (which values easily demonstrable and immediately tangible results), YEU's selection process fell somewhere between this technology-/product-based innovation approach and a more social innovation-, mindset shift-driven approach like the one used by Guatemalan partner ASECSA. It is possible that additional guidance or encouragement from the global partners or the facilitation of increased contact between country partners — particularly ASECSA — would have resulted in the YEU team feeling more confident in thinking even more outside the box, so to

speak, in terms of the types of innovations and the innovative approaches it may have selected or used.

Having clearly established a strong foundation for continued knowledge exchange, learning, and growth through facilitated connections and networks, **the CLIP partnership can further bolster and support the program by focusing on key pathways for the dissemination of findings and achievements.** YEU has made excellent progress in developing partnerships with local organizations, such as U-Inspire, the local accelerator platform for youth working on DRR; and Suarise, a local social enterprise working on disability inclusion in the digital sector. Partnerships have also been developed with those in academia — including local universities — and global humanitarian conferences have been attended to showcase the work of CLIP innovators. But in speaking with a representative of Arbeiter-Samariter-Bund (ASB), one of the other major INGOs working on disaster risk preparedness, reduction, and innovation in Indonesia, it was noted that while they were familiar with the CLIP program via global conference booths and limited coordination, there remains a limited dissemination of knowledge from the CLIP in such a way that other organizations or communities would be able to practically apply learnings or approaches from the innovations in their own work. However, it was also noted that this type of dissemination is something ASB struggles with as well, indicating that **a national or regional strategic coordination network of communities, CSOs, and (I)NGOs focused on strategic communication of practical applications of innovation programming could be a highly beneficial next step**

in achieving sustainable growth and scaling of innovative approaches across Indonesian communities. It was also noted that YEU already proposed a similar idea in the 2022 Annual Country Narrative Report, sharing the feedback that it would be helpful to have a platform or means of posting about innovator activities for a wider audience than IDEAKSI can currently reach.

To what extent have country initiatives been effective in supporting local community leadership and providing appropriate support to innovators?

In utilizing a learning-focused approach that encourages flexibility and experimentation, YEU has been highly effective in enabling both the innovation teams and the communities in creating community-led solutions. Partnering with local organizations such as U-Inspire and Suarise has also contributed greatly to the expertise available to support the innovators, although this network is still expanding. The results framework developed for the CLIP also lends to this flexibility, with a focus on generating a qualitative understanding of how the innovations are impacting the mindsets and behaviors of the communities they are supporting, and providing a more unconventional — but ultimately, in many ways more efficient — process of monitoring and reporting that allows innovators to truly integrate their communities' insights and feedback to facilitate social change, rather than focusing on traditional

framework outcomes that prioritize tangible, numeric outputs. YEU is able to effectively survey changes in perception around themes such as inclusion and increases in capacity to respond to disasters or prepare communities effectively, which can be used to show statistical indications of progress on intangible impacts. YEU can further pair these indicators with more traditional quantitative indicators such as total number of households or beneficiaries reached, gender of innovation leaders or teams, number of people with disability served, and disaggregated data on age — such data is collected but is not reflected in the evidence and learning framework as it is currently utilized. The framework effectively measures self-perceived progress around mindset shift and behavioral changes, demonstrating an understanding of the long-term aims that these innovations seek to address. In building the resilience of communities and increasing the inclusion of vulnerable populations in disaster preparedness, it is these underlying, long-term changes that belie the true sustainability of these innovations, and it can only be in the perception of the communities themselves and the support systems around them that their true effectiveness and impact can be measured. While the innovations have only been up and running for a short time due to the CLIP's challenges around budget cuts and adjusted timelines, it is clear that progress in achieving social change is happening.

In terms of being a truly community-led program, CLIP seems to have successfully achieved a largely equal balance of power in IDEAKSI regarding the relationships between communities and innovation teams.

Across all participants in KIIs and FGDs with community members and innovators, shared experiences pointed to largely equal or only slightly skewed relationships and power dynamics between the communities and the innovation teams. It was also clearly demonstrated by the adaptations made to the innovations throughout the process that community feedback and insights were taken on board in good faith and integrated whenever possible, given available financial resources and team capacities. For example, while FKWA shared that their community suggested building a pond for fish, the innovation is not yet financially capable of implementing this suggestion. Accordingly, instead of dismissing this suggestion, they have taken it on board and built it into their sustainability and scaling-up plan for future growth, to be implemented once it is economically viable. Similarly, Mr. Sarjito, the innovation lead of Ngudi Mulya, noted: "We did make some adjustments which were not in the original plan. In the original plan, we did not include lighting for the pathways on the planting field area, but then, occasionally, the solar panel system has some reserved power. So, based on the input from the community and using the community fund, we bought the LED bulbs and electrical wires, and then connected it to the solar panel system to power the lamps in the pathways." Mrs. Tri, a member of a community where CIQAL is working, shared: "During one discussion, we gave input for the program to provide equipment and capacity-building training for people with disabilities, such as wheelchair and entrepreneurship training … During program implementation, CIQAL

accommodated our input by providing wheelchairs and stretchers, which will be useful during an evacuation process should Merapi erupt again." Additionally, it seems that in the vast majority of cases where implementing an adaptation recommended by the community was not possible, the innovation teams communicated why the adaptation would not be integrated, or they integrated the adaptations into their future planning.

It is clear that involving the community to the degree achieved by the IDEAKSI program has resulted in improved confidence and capacity of the communities themselves to both identify and address their needs and any problems facing their communities. As noted by multiple community members and innovators, this improved capacity and confidence to be active participants in improving their communities has been a key value of the program. This is clear in the manner in which some community members spoke about further improving innovations in the future; Mr. Sunarja, a member of the community where DIFAGANA is working, noted:

"I think before we continue using and improving the innovation, we first need to evaluate the responses from our community about it. Has it really answered the challenges, especially for vulnerable groups during disaster? We need to first make sure every household has at least one smartphone and a person who understands how to use the DIFGANDES application. We also need to remember that it may be difficult to use smartphones, especially for older people."

This approach of questioning the innovation, looking for places to

improve, and highlighting the need to include the community in that process demonstrates a shift in how communities are approaching problem-solving and addressing their needs. They are no longer accepting the status quo; they are thinking outside the box and becoming innovators and problem solvers themselves.

While these intangible changes in community capacity and confidence are extremely difficult to measure, the results and impacts are already becoming clear — for example, in the ways that community members share the changes they have seen and experienced regarding the inclusion of people with disabilities and the elderly, and the community mindset shift around considering more inclusive needs from the start of disaster preparedness and planning activities. As Mrs. Amin of FPRB shared:

"I think the socialization stage for related stakeholders is very important in our innovation. The website can only function and be useful for communities if communities know it exists and know how to access it. [The value is in the] Inclusive approach. Our website can be accessed by people with disabilities, like people with low vision. We have also tried to mainstream the disabilities aspect on the website to show that it is important to include the inclusivity concept in our daily lives — not only for disaster preparedness but also for economic empowerment … there was a damaged road which was fixed by the district government after they received the complaints from the website. There is also [an accessibility] ramp problem in a small hospital in which the ramp

was blocked by the hospital table, and [the table] was removed after the community complained on the website. I think this shows the potential of how the community of people with disabilities can use the website to voice their concerns."

Across innovations in Indonesia, the IDEAKSI program has also seemed somewhat effective in facilitating the inclusion of local and indigenous knowledge in the innovation processes. A number of the innovations selected have been tech-based or have included technological components; however, community insights and local wisdom have played key roles in adjusting the innovations to meet community capacities, such as including manual systems alongside app-based systems for elderly farmers, or the creation of a more easily accessible website in place of an app for people with disabilities; and to match indigenous traditions with modern approaches, such as the utilization of a combination of both sirens and the traditional kentongan[28] as part of the early warning system for flooding developed by PB PALMA.

However, YEU could further encourage the inclusion of indigenous knowledge or local traditions, especially in the design phase of an innovation, to ensure that ideas that may look fantastic on paper actually reflect both realities

on the ground and current ways of living. Members of YEU shared their perspectives on the value of local knowledge, with one staff member noting, "I think indigenous knowledge is better. Not only about technology — I think the amount of indigenous knowledge should be increased. This makes it sustainable. For example, the farmers and the early warning system are interesting because they provide indigenous knowledge." It is clear that YEU is encouraging the integration of indigenous knowledge and approaches in the IDEAKSI program. In regards to working with the innovators, one team member shared:

"We have told innovators to do a mapping of their areas and find the problems and show the root causes, and then we can develop solutions based on indigenous knowledge. We also have members from the other areas to give their learnings and advice, to share examples and concrete descriptions and insights into indigenous knowledge."

YEU could encourage the integration of these elements even further as both a means to increase feelings of community ownership around the innovations and to explore and experiment with what innovation can mean in these localized contexts.

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28 A traditional instrument common in Java and Bali that is made from bamboo or wood and produces a sound when hit. It is used for communication, signaling, alarm, or music.

Conclusions and recommendations

Coordination, collaboration, and communication

At the local level, YEU has thus far been highly effective in providing financial and (non-financial) capacity-building support to innovation teams participating in IDEAKSI under the CLIP. However, YEU has opted to maintain limited interaction with the communities themselves, as a means of giving the innovators a leadership role and sense of ownership. However, this has the potential to undermine aspects of the community-led focus, should communications have to be filtered through multiple layers. The capacity of innovation teams should be taken into consideration to ensure that leadership and communication management do not become unanticipated burdens, should some innovation teams wish to focus more on research and technical development prior to leadership. It is recommended that a direct feedback mechanism be developed as an additional support measure in case communities need to communicate directly with YEU for any reason. This could potentially be based on the whistleblowing training provided to the innovation teams, with a clear line of communication established for specific topics of potential concern to communities regarding program activities. Another potential route to enabling direct contact could be to hold in-person events for the communities participating in the IDEAKSI program and benefiting from at least one innovation, as bringing communities together — now that COVID restrictions have been lifted — would also benefit the communities

themselves in enhancing feelings of inclusion and ownership, and providing the opportunity for the development of new ideas and innovative approaches borne from learning about what other communities and innovations are doing. Such approaches would enable the preservation of leadership roles for the innovation teams comfortable and capable in that position while providing other innovation teams with an extra measure of support to draw on. Similarly, **it is recommended that YEU follow up on the request by the community leaders who participated in the FGDs of this evaluation to establish a community leader WhatsApp group, as they would like to remain in contact with each other and hold regular exchanges about the developments of the innovations in their communities and the possibilities for scaling and replication**. Including community leaders to a stronger degree throughout the program may also be helpful; these are individuals who can be critical in enabling access to certain communities or authorities, and they hold much influence over how new ideas are accepted and put into action.

At the global level, as YEU facilitates further collaboration that will likely yield new learnings and achievements, it is strongly recommended that the global partners — in particular Elrha, as the partner with the closest donor relationship — provide strategic support to YEU in disseminating program learnings to wider audiences. Global partners could go so far as to help establish a national, regional, or even global strategic coordination network of communities, CSOs, and (I)NGOs to focus specifically on the dissemination and strategic communication of

practical applications of innovation programming as a highly beneficial next step in achieving sustainable growth and scaling of innovative approaches across Indonesian, regional, and global communities. Furthermore, as an identified challenge for YEU, the global partners could contribute to the strengthening of the technical advisory support available in YEU's network. This could be achieved by connecting experts from other countries and regions to the IDEAKSI program as additional mentors and advisors on key technical areas that innovations are struggling with.

Applications in equity

In this first iteration of the CLIP program, Indonesia has designed the application, vetting, and grant allocation process in a manner that reflects a more traditional NGO approach, rather than using innovative approaches within the structure of the program. While this has resulted in positive outcomes regarding the innovations selected and their achievements, the IDEAKSI program itself could be adjusted to integrate more of the innovative, community-led core of the objectives. Currently, the application process consists of sections including a traditional problem statement and description of activities and objectives. **It is highly recommended that YEU reexamine the application process to make it more conducive to demonstrating innovative approaches, including local and indigenous knowledge, and centering the community-led aspects of the proposed innovations.** Increased exchanges with ASECSA and CDP are highly encouraged, as well as more regular open-ended sessions with the global partners around

innovative approaches to programmatic structures, vetting, and grant processes. These current structures and processes may unintentionally preclude or demotivate individuals or informal groups from applying, as innovations must provide organizational registration information for grant eligibility — and while YEU provides support to formalize informal innovator groups or community-based initiatives, some community actors may not feel confident, willing, or able to engage in that process.

Furthermore, it is recommended that YEU re-evaluate its grant-making approach and consider shifting from an equality-based approach to an equity-based approach. This could entail working with the innovation teams in the proposal development stage to further support the design of clearer budgets, so that each innovation can be provided financial support tailored to its needs and team capacities. Currently, as all innovations receive the same funding, followed by tailored capacity building and training support, certain innovators may require additional — or in some cases, less — support to fully realize their innovations. In considering the needs of each team prior to allocating specific grant amounts, the community-led nature of the proposals will be enhanced further, as the innovators will apply based on what they truly need to succeed, rather than fitting into a top-down, predetermined budget. It is strongly recommended that YEU — and CDP — hold exchanges with ASECSA specifically on the topic of resource allocation and financial support design in order to learn and adapt to a more equitable approach. Alongside this recentering of equitable financial support, it is recommended that

YEU consider carefully how to prioritize budget lines in the next iteration of the program, in particular around trainings and capacity-building workshops, to ensure that resources are being used most efficiently. In the next iteration of IDEAKSI, it is recommended that YEU encourage the existing innovation teams to support newly selected innovations, in the same manner as DIFAGANA providing training to FPRB and PB PALMA, thereby strengthening the connections and network within the program as well as facilitating efficient transfer of knowledge.

Case study 1: Forum Komunikasi Winongo Asri (FKWA)

The Waste Management With S3R System Innovation was designed and implemented by FKWA, based in Jatimulyo Village, Kricak Village, Tegalrejo Sub-District, Yogyakarta City, and led by Ms. Endang Rohjiani. A team of five innovators — one woman and four men — with skills in community organizing and advocacy, environmental engineering, water resource management, agricultural sciences, environmental advocacy, and specialized maggot management, FKWA came together to develop an innovation utilizing maggots to manage organic waste in an area plagued by overfilled landfills that are at risk of blocking rivers and causing landslides.
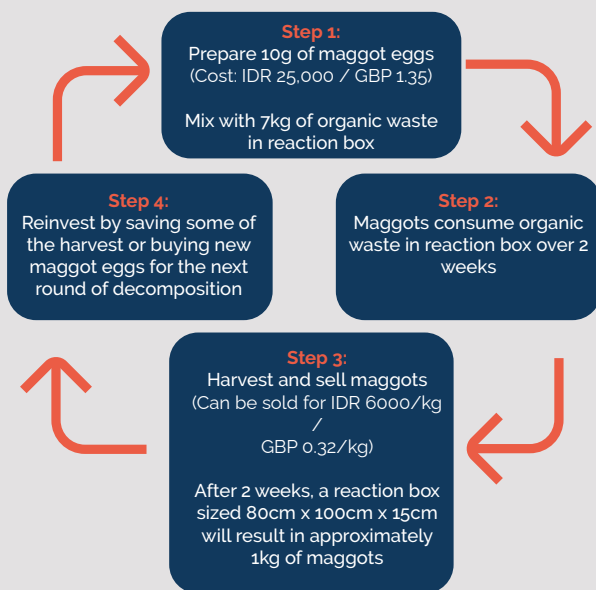
Kricak Village, in the Tegalrejo Sub-District, has a population of 12,975 inhabitants. FKWA discovered a lack of awareness among residents when it comes to environmentally friendly and sustainable waste management, with the team's research showing that 67% of the waste dumped into the local Piyungan Landfill of Yogyakarta and the nearby rivers is organic waste wrapped in plastic, leading to the overfilling of the landfill and damaging of riverbanks and beds, and resulting in the potential for man-made natural disasters. Accordingly, FKWA developed a multilayered solution: the creation of a system for breeding waste-decomposing maggots that can be used to manage organic waste at the individual family scale or in large waste-management facilities. FKWA, under Ms. Endang's leadership, sought not only to implement the waste management program to reduce the risk of environmental disaster, but also to educate the community about how to respect nature, use more environmentally friendly approaches, and implement the maggot solution in their own homes and families. Furthermore, FKWA saw the maggots as an income-generating activity to enable economic independence and sustainable business development, as they can be used in far more activities than just waste decomposition; the maggots are suitable for fish and poultry feed, vegetable fertilizer processes, and cosmetics products, to name a few potential markets. This is an innovative approach, both in working to solve an existing problem (the overfilled landfill and levels of plastic in the rivers) in a new way using local knowledge, and in finding new ways to apply this local knowledge about maggots to new markets in order to generate economic sustainability.

FKWA developed the maggot-based innovation to provide an inclusive income-generating opportunity for vulnerable groups, including women, the elderly, and people with disabilities who struggle to leave their homes. By sharing household-scale management systems with these community members, the innovation contributes to improved environmental status and the reduced risk of landslides and floods; it also helps to support the

economic independence of vulnerable groups, who can sell excess maggots while also managing their waste at home in a more sustainable manner. Combined with the education pillar, FKWA seeks to change the community mindset, realizing a future for the community that cares for the environment and considers more sustainable and circular approaches to waste management.

Step 1:
Prepare 10g of maggot eggs
(Cost: IDR 25,000 / GBP 1.35)

Mix with 7kg of organic waste in reaction box

Step 2:
Maggots consume organic waste in reaction box over 2 weeks

Step 3:
Harvest and sell maggots
(Can be sold for IDR 6000/kg
/
GBP 0.32/kg)

After 2 weeks, a reaction box sized 80cm x 100cm x 15cm will result in approximately 1kg of maggots

Step 4:
Reinvest by saving some of the harvest or buying new maggot eggs for the next round of decomposition

Mrs. Endang of FKWA shared that the idea for the innovation came from the community: A professor at a local university first suggested the use of maggots to control organic waste. Then she and the team further developed the idea based on the critical issues she saw facing her community:

"After further research, I thought this could be a good idea for IDEAKSI, since we can also generate some income and hopefully be able to support our organization in conducting environmental activities including the effort to avoid disaster in our innovation spot, which is prone to landslides during the rainy season. Partly because it's located near the river and it was a former

final landfill for Yogyakarta City, its soil therefore contained a lot of plastic."

During the innovation development process, FKWA worked with YEU to refine the proposal, determining that some additional funding beyond the main grant amount was needed for two key components. Mrs. Endang shared:

"During the proposal approval process and referring to our discussion with the YEU team, it turns out that our innovation needed additional funding for two important parts for the innovation. The first one was to conduct a survey to identify potential organic waste supply, and the second one was to draft a clear business plan to ensure long-term business sustainability. For the first one, we received additional funding from YEU of IDR 4 million, and for the second one, we received funding of IDR 3 million from YEU. This is apart from the IDR 85 million we received for our initial proposal."

In the long term, FKWA doesn't just seek to improve community approaches to waste management and reduce the amount of organic waste in the landfills and rivers; they also aim to strengthen the riverbanks and restore the soil in and around the innovation area to reduce the risk of floods and landslides and create income-generating opportunities for more community members.

FKWA has had a clear vision for their innovation, and they have made great progress toward realizing their goals. However, they have faced some challenges along the way. While indeed an innovative approach to disaster risk reduction, this initiative could be classified as a social impact business innovation rather than a purely social

change or humanitarian innovation; it is the economic potential that drives the possibility of social change. Accordingly, FKWA must address both the social and business aspects of their innovation, ensuring sustainability and feasibility on multiple levels. The team has successfully implemented the maggot harvesting facility for organic waste management. They have also taken steps to secure the innovation's economic sustainability by signing an MoU with a local buyer of maggots (PT. Bakti Bina Lingkungan) to sell 200kg of maggots weekly, as well as by developing strong relationships with local fishermen who regularly buy maggots for bait. Mrs. Endang has installed a second production facility in her home and is also in the process of establishing a legal business entity. They have also provided 180 households with family-size management buckets. However, getting public buy-in for family waste management has been more difficult than expected, as some community members find the maggots unpalatable. This has also been a barrier in getting community members — particularly children — to participate in the educational activities. Furthermore, a leak in the warehouse and one of two processing machines breaking down greatly hindered production capacity, leading to a major hurdle in achieving the innovation's full potential.

Finally, Mrs. Endang has faced her biggest challenge in falling into debt; when FKWA was unsuccessful in their application for the scale-up funding available through IDEAKSI, she opted to apply for funding through a program administered by a for-profit company, requesting a considerably larger amount (IDR 180 million) than IDEAKSI's scale-up grant (IDR 120 million). However, her contract with the secondary funder required her to pay back any overspend, and she has been forced to sell her car to the bank to return the IDR 35 million that FKWA went over budget. Because of this, she had to let two employees go, and she decided to leave the project for one month to deal with the stress of the financial mishap. Mrs. Endang's experience has been a difficult one and demonstrates the need for supportive programs such as IDEAKSI and the CLIP, which enable and strengthen innovators, rather than extractive programs without support systems or safety nets — as well as highlighting the uncertainties in scaling and growth plans. However, she, FKWA, and the maggot innovation remain strong, and they are once again moving forward to spread environmentally friendly organic waste management systems across the community — and beyond.

Case study 2: Disaster Risk Reduction Forum / Forum Disabilitas Tangguh Bencana (FPRB) Gunungkidul

FPRB, in partnership with another local community-based organization (CBO) called FDTB (Forum Disabilitas Tangguh Bencana, or Disaster Resilient Disability Forum), has designed a web-based innovation aimed at providing the community of people with disabilities in Gunungkidul access to information and assistance from the local district government, with three main sections: an accessibility survey designed as a feedback mechanism to collect inputs and complaints from the community regarding infrastructure and accessibility problems; educational information, news, and resources on disaster risk reduction through an inclusive lens; and an economic empowerment market for local artisans to sell handicraft products. As such, this innovation is

focused on the social change dimension of innovation, with the aim of realizing long-term changes in community-based approaches to inclusion and disaster risk reduction and preparedness.

FPRB has taken the community-led aspect of the program to heart, designing their innovation in a direct reflection of the needs expressed by their community. Community member Mrs. Puji shared her perspective on the inclusion of community insights:

"During the discussion, the innovator encouraged us to give input, advice, and needs in disaster preparedness and economic empowerment. For example, we informed FPRB of the challenges we face in selling local handicraft products, and that it would be good if we can have some sort of collective platform which is accessible and easy to use to display the products. We also expressed challenges for people with disabilities in accessing public spaces and facilities. We are not sure if we can express this concern openly to district authorities or local forums. We are afraid to be stamped as vocal and as critics. On the other hand,

we also realized if we expressed this to village authorities during musrenbang[29], most likely they would consider this as not important."

According to Mrs. Puji, the platform — while still having room for growth and improvement — is already helping to meet community needs:

"Now communities can convey their inputs and complaints through the website which then, by website admin, will be forwarded to related district authorities through their official website. FPRB also provides capacity-building training for communities on inclusive disaster preparedness and how to use, manage, and make content on the website."

FPRB is also building strong relationships with other organizations for people with disabilities as well as local authorities. Innovation team leader Mrs. Amin shared:

"Our team works closely with communities of people with disabilities (FDTB). We asked their inputs during the assessment stage and then during the ideation process, we tried to combine these with our experience on disaster preparedness. After that, we presented it to FDTB again to have a final discussion before we finalized the proposal for IDEAKSI.

Initially, we allocated the budget to rent the domain, but during implementation, we received support from the District Office of Communication and Informatics (Diskominfo), who provided space for the website on the district's official homepage. We then reallocated those funds to do more socialization for other stakeholders on the district level to increase their awareness about the

website and IDEAKSI."

Thus far, the platform has made a number of key achievements. According to community members:

"There are now five villages that have meeting halls with ramps to accommodate people with disabilities. Another example (based on input from our communities on the website) was that the district authorities have repaired roads which were previously badly damaged."

"As of today, around six months after the program has ended, the total number of visitors to the website has reached more than 28,000, and at least two accessibility issues have been addressed and solved by the district government."

According to Mrs. Amin:

"Using this platform, not only can we facilitate people with disabilities to access data and resources related to disaster preparedness and giving input for district government on the accessibility problems in public areas, but we can also assist local artisans to promote their products. There was a damaged road which was fixed by the district government after they received the complaints from the website. There is also a ramp problem in a small hospital that was blocked by the hospital table, which was taken off after the community complained on the website. I think this shows the potential of how disabled communities can use the website to voice their concerns."

FPRB continues to dream big, with clear goals and objectives for what they want to achieve. Mrs. Amin says:

"Our website can be accessed by people with disabilities, like people with low

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29*Musrenbang* is an Indonesian term that stands for *Musyawarah Rencana Pembangunan*. It means "a forum for planning development" at local, national, and regional levels. It involves various stakeholders who discuss and agree on priority programs and activities for development.

vision. We have also tried to mainstream the disabilities aspect on the website to show that it is important to include the inclusivity concept in our daily lives, not only for disaster preparedness but also for the economic empowerment sector."

The benefits to the community are already becoming clear. As expressed by Mrs. Puji:

"There are three important values in this innovation. The first is that communities are more confident in expressing their opinions, thoughts, and complaints; the second one is the economic empowerment; and the third one is the capacity-building process through trainings (on website management and disaster risk reduction)."

Furthermore, the community mindset is beginning to change:

"I think because of this innovation, more people are aware of the website and its positive impact on the community, and this may lead to other opportunities. Moreover, because of the website, local producers can reduce their selling prices because they do not have to go to other parties, but instead they can connect directly with potential customers."

In the future, FPRB aims to scale up by creating an Android-based app to accompany the website, noting DIFAGANA's successful integration of apps in their innovation. Mrs. Amin shared, "We found DIFAGANA's innovation of using Android-based apps to reduce risk for people with disabilities interesting, and we are considering using a similar approach for the scale-up stage."

There is still room for improvement; as community leader Mr. Danu shared, "I think this innovation is already on the right track, but it has not yet fully answered the challenges faced by the community related to inclusive disaster preparedness. It needs time and more socialization before it can be widely used by the public."

FPRB would likely benefit from exchanging even more with other innovations; while the team has already gained ideas and knowledge from DIFAGANA, engaging with other innovation teams could yield both ideas for improving the current platform and ideas on ways to scale and grow. While the social change focus does mean that the innovation may need to continue to rely on grants or project-based approaches to continue funding, the lasting social changes form the basis of FPRB's sustainable impact in this case. It is possible that in working with other innovators or CBOs, such as Ngudi Mulya or FKWA for example, the platform could expand its marketplace to host a space to connect farmers to buyers, or to facilitate the provision of family waste management systems. Ultimately, Mr. Danu says it best: "[This innovation's value is that it is] borderless. I feel that our innovation can reach as many people as possible. Almost without limit. As long as they have an internet connection, they will be able to access and use our website."

The Philippines

Context

The humanitarian situation in the Philippines is affected by near-constant natural disasters and a long-standing conflict in the south. The 2020 Climate Risk Index ranked the Philippines as the second most disaster-prone country worldwide, only behind Japan; however, in the 2021 edition, the Philippines has been pushed out of the top 10.[30] The country still placed first in the 2022 World Risk Report and placed fourth in terms of exposure.[31] Disasters that impact the country include typhoons, flooding, landslides, and storm surges, as well as volcanic eruptions and earthquakes. In 2022, Super Typhoon Karding affected more than eight million people, of which almost 50,000 are still displaced; according to ACAPS[32], thousands of homes and farms were damaged and destroyed. The effects of climate change (such as longer droughts and rising sea levels) as well as illegal logging and fishing threaten the entire country. The political situation in the Philippines is also volatile: In Mindanao, there is active armed conflict between the state and several non-state armed groups, with an estimated nearly 159,000 people displaced on the island as of November 2022, according to the Protection Cluster.[33] This context inhibits the population´s capacity to face risks and crises, as reported by the CDP.[34] The

yearly damage resulting from disasters in the Philippines is estimated at USD 3.9 billion.[35] Fortunately, the country has risen 12 places in the Climate Change Performance Index and is now among the high-performing countries as of 2021.[36]

The implementing partner in the Philippines, the CDP, has chosen to focus on the three main hubs of Luzon, Mindanao, and Visayas. The disasters (both natural and man-made) that the innovations focused on are related to those most common in each location: earthquakes and volcanic eruptions in Luzon, typhoons and floods in Visayas, and armed conflict in Mindanao.

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30 German Watch, 2021, "Climate Risk Index"

31 Bündnis Entwicklung Hilft, 2022 "World Risk Report"

32 ACAPS, 2022, "Philippines Overview"

33 Protection Cluster, 2022, "Mindanao Displacement Dashboard, November 2022"

34 CDP, 2022, "The Philippine Disaster Situation"

35 The World Bank, 2019, "Measuring Natural Risks in the Philippines: Socioeconomic Resilience and Wellbeing Losses"

36 German Watch, 2023, "Climate Change Performance Index"

Political restrictions in the Philippines and their impact on the CLIP

In the Philippines, the government is involved in a practice called "red-tagging," whereby (perceived) political activists — both individuals and organizations — are accused of being communists and, therefore, a threat to the government. The people who are red-tagged are often harassed, and this branding as a "rebel" can even result in the arrest or murder of the individual.

Several CLIP innovations have been red-tagged during the span of the project. In one of the cases, the innovator has decided to step back from the project in order not to harm the other innovators or the project itself. Other cases are still ongoing. The CLIP innovators who were red-tagged often work closely with the local government and local leaders, who do vouch for them and their work. Despite the risk of being red-tagged as well, the CDP has also issued public statements declaring their support for the innovations.

Due to this volatile political situation, all but one of the innovations in the Philippines requested and received a month extension to the program, continuing their activities until mid-February 2023.

Definitions

Innovation

CDP programming is largely based on the "traditional" approach to humanitarian innovation, distinguishing between product and process innovation to describe the selected projects, for example on their website. The innovators, when asked about the characteristics of innovation, do not necessarily make this distinction but do highlight three different components which to them are essential to innovation. First and foremost, the innovators mentioned the concept of **introducing new ideas**, such as doing something that hasn't been done before or following an approach that is not usual. Alternatively, the **modification of an existing idea** is also mentioned. Secondly, the communities introduce the concept of **improvement** to an innovation:

An innovation needs to create something useful, add value, or improve existing conditions. Some participants (though fewer) mentioned that **contextualization** is integral to innovation — leading to the conclusion that the CLIP is the first actor working on innovation in this location. And last, interestingly, **none of the respondents** mentioned that **technology or apps** are essential for innovation. One of the CDP staff mentioned that there was "a misconception about innovation being related to technology and applications" and that it took a lot of effort to counter this notion — and clearly, the CLIP program has succeeded in getting across to the communities its own definition of innovation.

Value

Within the CLIP program, the concept of value is closely related to the concept

of success of the innovation. According to one respondent, it can be measured as "potential for growth, fulfillment of the objectives of the proposal, if the expectations are met, if there is communal management — when there is evidence for all of this, then the innovation is successful." While economic value is one of the factors brought up by the respondents ("the government purchased the products"), this was not mentioned most often. In interviews with the respondents, the following were all mentioned as defining the value of the innovations: community improvements, increased community participation, and changes in behavior.
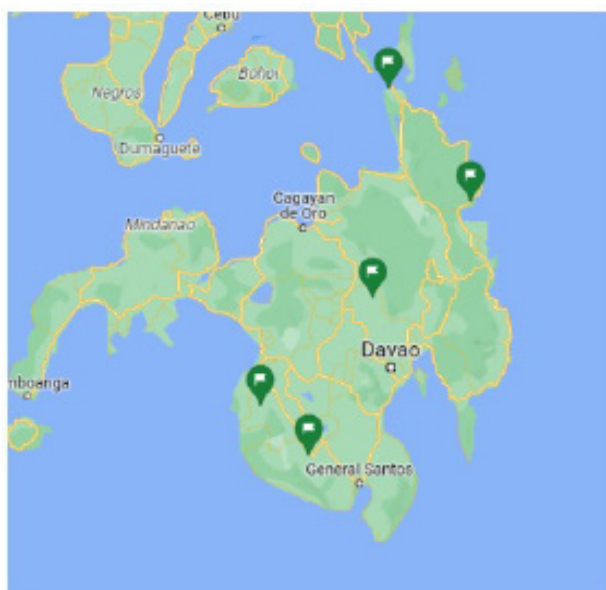

Innovations supported by the Mindanao hub

Sustainability

According to CLIP staff and innovators, sustainability In the CLIP program has been defined by two different components. Firstly, most mentioned is the **continuation of the innovation** after the program has ended — because the **maintenance** of the innovation is taken care of and there are **staff or other people** willing to keep on conducting

the activities, or the innovation is **economically self-sufficient** or has adequate **funding** to continue. Secondly, partnerships with external stakeholders have been mentioned by almost all innovators — for example with local government institutions, often combined with the institutionalization of the innovation or its realization through the installation of local policies.
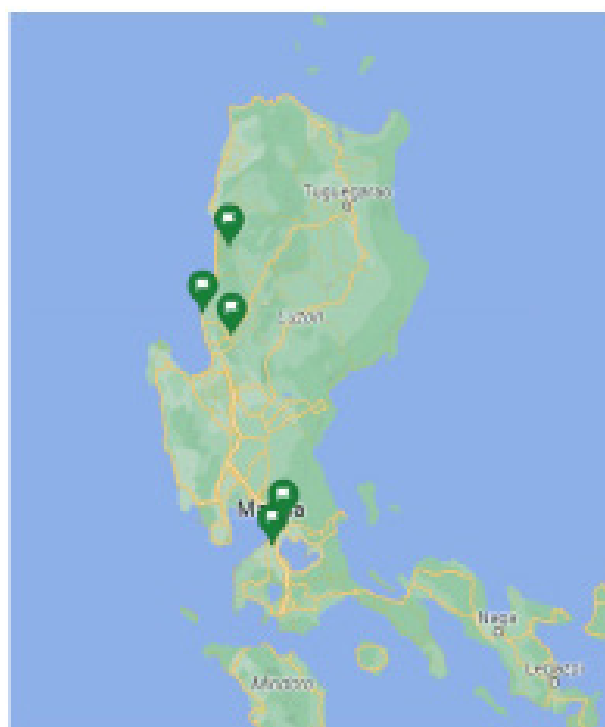
Innovations in the Luzon hub

Programmatic structure

CLIP activities in the Philippines were implemented by CDP as a subcontractor of ADRRN, which was the primary organization to support this process. In light of the CLIP program, CDP created the Pinoy Innovation Academy (Pinnovation Academy) to build awareness within communities on innovation processes, to engage with the government and advocate for the integration of the innovations in the national and local DRRM (disaster risk reduction and management) framework

and systems, and lastly, to encourage communities to identify problems and solutions related to DRR, including through the support of 15 innovations throughout the selection and innovation process.

Innovations supported by the Visayas hub

The innovation process was embedded in the framework of the Pinnovation Academy, created specifically for the CLIP, which aimed to increase awareness and understanding; share best practices between innovations and other actors, including the government and the private sector; overall stimulate development in the field of innovation for DRRM; and engage in advocacy and knowledge sharing activities. While the Academy was started and funded by the CLIP, the evaluation predominantly focuses on the innovation activities and has not reviewed any advocacy or knowledge-sharing activities as part of the Academy.

As a result of the mission of the Pinnovation Academy to connect with other actors working on the intersection of DRR and innovation, the CLIP program in the Philippines has been able to make valuable connections with stakeholders, predominantly at the local level, to promote the sustainability of the innovations. At the start of the innovation process in most (if not all) of the communities, the program was presented to the local barangay as part of the advocacy strategy of the Pinnovation Academy, in some occasions resulting in immediate support for the project, such as in the case of the healing center; in other locations, the support and connections were established gradually after the local actors noticed the positive impact of the innovation and its contribution to their own goals (for example, in the case of the early warning system). The barangay was the local government unit mentioned most often as supporting the innovations and expressing interest in their impact, and **it is highly recommended that the CLIP continue to facilitate these local connections in future iterations.**

What is the added value of the partnership?

At the global partnership level, the partners have shared that their focus in this relationship is on the country's context and implementation, and the main aim is to provide the implementing partners with the space and resources needed to solve any problems that come up along the way. This was also confirmed in interviews with CDP staff in the Philippines. The support provided took different forms: technical and programmatic, as well as support on a more fundamental and principled level.

Technical and programmatic support of the implementing partners in the Philippines by the global partners

primarily took the form of knowledge-sharing and learning, which are key elements in this relationship. On multiple occasions, CDP has shared that they have technical expertise related to DRRM but that they were not experts on innovation or innovation processes at the start of the program. At the global level, the CLIP program has shared tools and methodologies for M&E and innovation trajectories with CDP, and ADRRN in particular has taken the role of mentor in this process on the innovation side. In 2019, before the start of the program, CDP (and YEU) went through a training program on innovation management organized by ADRRN to prepare the organization for its role in the CLIP. In the program, CDP demonstrated a learning-focused mindset. One of the program staff described how they "learned together with the innovators, and as their knowledge deepens, so does that of the CDP staff." This mindset of learning and reflection, combined with technical expertise and support, has allowed the program to develop, evolve, and adapt to the Filipino context as well as the needs of the innovators and communities. Essential to the enabling of the learning process was flexibility in budget allocation: ADRRN in general did not get involved in the budget planning process of CDP and allowed for changes in budget allocation that would benefit the program.

At the Philippines country level, CDP organized monitoring and learning workshops in the three locations to allow the innovators to exchange their experiences and reflect on their progress. The evaluation team attended the meeting in Iloilo in February 2023 as part of the evaluation process, finding that the focus on learning created an open and constructive environment that supported the innovations. This focus on learning was furthermore reflected at the overall partnership level, for example in the monthly learning call in which all implementing organizations could exchange experiences, and the physical meeting in Indonesia in February 2023.

ADRRN mentioned in interviews that they particularly value the role that the ecosystem plays in innovation support, and this appreciation is shown in the implementation of all stages of the CLIP program in the Filipino context by CDP. In the selection process, for example, CDP invited subject-matter experts on innovation in addition to their peers, local government leaders, and program partners to assess the innovations and finalize the selection of the 15 innovations that the CLIP program would ultimately support. The focus on innovation and technical expertise continued during the program, such as CDP providing technical and programmatic support through trainings on a needs basis, and the linking of innovations to mentors to keep track of the innovations' growth and development. More information about this support can be found in the next section.

As the program is based on the assumption that communities are best suited to make decisions and find solutions to their problems because they are the actors dealing with these problems, it was simply a logical decision to replicate this thought process at the program level and to decentralize programmatic decision-making to the level of the implementing partners. While the CLIP program shared methodologies on entrepreneurship and M&E with CDP,

the organization was free to choose whether they would follow these suggestions and the extent to which they would do so, within certain parameters — for example, by agreeing on the type of data that would be collected for monitoring reports. This allowed CDP to benefit fully from the technical support and innovation expertise available within the partnership, but also to fully adapt it to their context.

To what extent have country initiatives been effective in supporting local community leadership and providing appropriate support to innovators?

As part of a nationwide outreach program, CDP conducted outreach activities among past and current community partners to introduce the program and scout for ideas and candidates, with more than 200 organizations engaged initially. It should be noted that the need for remote outreach was dictated by COVID restrictions, which were still active in the country at that time. In order to reach out to and work with remote communities, the Pinnovation Academy opted to do so through local organizations. In July 2021, after this outreach campaign concluded, the Pinnovation Academy conducted a call for proposals from the three islands that were chosen as the program locations: Luzon, Mindanao, and VIsayas, resulting in 67 applications from innovation teams. Some of these teams (such as the innovation of the Dike Using Naci Bamboo Technology in Surallah) did not originally have community members

in their team, but this was later adjusted by the program team; currently, all teams include community members. **It is recommended that the CLIP Philippines team — should they decide to work with local organizations again — not only be very clear on the requirements when launching the call for applications, but also, in order to attract the right candidates, to emphasize the importance of the community-led character of the program.**

In their internal evaluation of the outreach program, CDP has already remarked that it will be beneficial not only to conduct online outreach utilizing social media, but to also add radio commercials in the future, enabling reach to the most remote communities, where internet access is limited. **Text messaging campaigns are another potential outreach method that can reach communities without access to the internet but still allow CDP to focus on specific target audiences.**

First, there was a process of shortlisting to 30 applications based on team composition, uniqueness, feasibility of the idea, and social impact, with additional points for certain target groups; next, the selected innovators were asked to integrate the comments that came up during the shortlisting and received mentoring during this process. After this, they were assessed by their peers (the other applicants), communities (mostly local government), experts on innovation and other relevant subjects including DRRM, and CLIP partners (CDP, ADRRN, and Elrha), each contributing to a part of the overall score. Based on the assessments, 15 innovations were selected to move on to the next stage in the three locations on three

different islands of the archipelago. The geographic spread of the innovations on all three islands — with two innovations located on even smaller islands — reflects the focus on communities that fall outside of the reach of other programs, including NGO and government programs. Additionally, it has become clear that the program has tried to be inclusive in the selection of the innovation teams, resulting in youth-led organizations, an innovation working with elderly people, an innovation led by members of the LGBTQ+ community, and at least two innovations led by indigenous leaders. **It is highly commendable that the CLIP program has managed to select such a diverse group of innovations, and it is recommended to continue doing so in future iterations.**

In the last stage of selection, CDP focused both on "traditional" innovation criteria (such as relevance to the DRRM context, perceived impact, originality, viability, engagement, and usability of the proposed innovation) as well as community-centered criteria, such as the relevance of the proposed innovation to its context. While the more traditional innovation criteria, such as viability and usability, are valuable in the assessment of the applications, the evaluation team believes that the community-centered aspect of the program is what distinguishes it from other innovation programs and makes the innovations more embedded in their context, thus making them more effective and sustainable. Especially when receiving support from the CLIP, the innovations will be able to increase the viability and usability of their solutions if allowed to pivot, but the community-

led component is only ensured if it is included from the start. **The team therefore recommends that a bigger role be awarded to these criteria in the selection process in future iterations, for example by not only asking about the impact on communities but also how these communities have contributed to the development of the proposed innovation.**

During the next stage and as part of the due diligence process, the participating innovators were asked to submit basic financial and organizational documents on 10 assessment topics including financial personnel, financial systems, documents and record keeping, and financial reporting. The results of this assessment were utilized as input for trainings on project and financial management, to be provided to all innovations and a prerequisite for participating in the program. This focus on the presence of institutional capacities within the innovation teams is unique for the CLIP program in the Filipino context. Focus on the institutional aspect was already clear in the composition of the groups: The majority of the innovations included not only community members but also established local CBOs and sometimes even local government officials; in regards to the participation of CSOs, they were mainly responsible for financial and program management. The reporting of the CLIP was often also the responsibility of these CSOs — again pointing to the high degree of institutionalization of the innovation trajectories in the country. While it is understandable that the innovations should have accountability for the funds they spend, and there is a need

for information and reports, the CLIP country team has already concluded that they want to simplify their reporting mechanism, according to the 2022 narrative report. **The evaluation team concurs and also suggests that the CLIP team in the Philippines assess the composition of the groups and the added value of including CSOs in the innovation groups, especially with an eye on the community-led aspect. The team can consider approaches like those used in Guatemala and to a lesser extent in Indonesia, where technical and program management support was provided by consultants and not required of the team, thereby contributing to the strengthening of the team's capacities.**

As the selection process concluded in December 2021, this left one year for the innovators to get their activities started, test their innovations, and scale them — but there was not enough time to focus on all of these components equally. This was further complicated by COVID restrictions, which were in place in the Philippines for a large part of 2020 — a year which included the preparation, outreach, and selection phase of the program. The teams utilized Zoom, video chats, and phone calls to communicate with communities, but communities' limited connection to the internet meant that face-to-face visits were preferred.

By working with CSOs and structures that were already established and by (partly) making them responsible for finances and program management, CDP has successfully decreased the timeframe for the innovation process while still sticking to the community-centered principles of the program — as much as

is practically possible. CSO members always intentionally constituted a minority of each innovation team, and this was agreed upon by the communities. At the same time, in a community-centered program like the CLIP, it could be considered an investment in the communities to put in the extra time required for capacity building, as is done in some other countries; this could potentially result in innovations and capacity development that are even more community-based and sustainable. **The evaluation team therefore advises that the CLIP as a whole examine this balance between community involvement and a community-centered approach versus the relatively short timeframes of the program, then making a strategic decision on its priorities.**

The program was subject to budget cuts in early 2021, reducing the number of staff allocated to the program at the country level and reducing the number of innovations that could be supported under the program from 20 to 15. Additionally, the budget cuts led to the reduction of the grants to innovators from GBP 16,667 to GBP 8,333 per innovation. With the cuts effectively taking place after the inception and preparation phase of the program, the country partners (including CDP) tried their best to implement the program as it was originally intended, despite the reduced funds — and, in the eyes of the evaluation team, they have done a great job in this regard. The evaluators do suspect that the reduction in CDP staff had the following effects: a reduction in support and contact moments with the entrepreneurs, and more outsourcing of technical expertise to the CSOs that

were part of the innovation teams. This has led to varying levels of decision-making power for the community members within the innovation teams. **If it is decided that future iterations will work with similar mixed teams of CSOs and community innovators, it is recommended that CDP receive additional budget allocated to staff, allowing the team to be involved beyond the reporting of the innovations and really ensuring that ultimately, the decision-making power is with community members instead of CSOs.**

CDP has done an excellent job of providing training and technical support to the innovators on a needs basis, on innovation topics as well as their subject matter of choice, during the different phases of the innovation process. There are many examples of innovations where this is evidenced. First, in the case of the healing center, the members received training on reflexology and took part in a seminar where they learned about the medicinal purposes of local plants. In a project in Barangay Somosa in Cebu, where elderly people cultivate vetiver grass used to create handicrafts, the participants received training on how to make baskets and face masks with the grass. In the development of an early warning system utilizing traditional instruments in Cebu, the mentor was involved in optimizing the sound quality of the talutang instrument in order to obtain the furthest reach for the system. While one innovation reported that they were not aware of the possibility to attend trainings, overall, it can be concluded that the CDP team members went out of their way to search for capacity-development activities that correctly matched the needs of the innovations. **It is highly recommended that CDP follow through on this approach of providing needs-based support in the form of trainings, seminars, mentoring, and general capacity-building in future innovation projects.**

The CLIP team in the Philippines has integrated their learning-centered approach throughout the program, not only by introducing in-country learning sessions, which allowed the five innovations in each of the three locations to get together and exchange experiences, but also by really leaning into the innovation process and allowing the innovations to test, pivot, and reallocate resources where necessary. One CLIP staff member described: "The lesson transpires during the pivots. That's where they make changes to the proposed innovation. That's where they find out if what they have in mind fits the actual needs and desires of the community." Additionally, the staff member noted that considering the short length of the program, there needs to be flexibility to move away from the proposal and be open to changes in order to increase the impact potential. The evaluation team agrees with this approach and notices that this has contributed to increased impact of the innovations, for example in the case of the early warning system: Originally, only some of the radios were supposed to be replaced, but ultimately almost all radios were replaced, costing more but resulting in a highly effective and sustainable innovation. Furthermore, this approach reflects the overall learning approach of the CLIP partnership. **It is recommended that this focus on learning and flexibility continue to be standard in future programming, both long term and short term.**

Conclusions and recommendations

Outreach and selection process

The Philippines CLIP team has conducted an intensive national outreach campaign for the CLIP program to reach promising innovations. The geographic spread over three islands, and a wide range of locations within these three islands (and neighboring islands), is a testimony to the success of the CLIP team in reaching out to locations that are remote and rarely reached by other supportive (government) activities on DRR and innovation, and therefore seem to have been the right choices for program implementation. The nationwide outreach campaign included CDP visiting remote communities, combined with a social media campaign to reach out to groups that are usually difficult to reach. While this campaign resulted in a strong selection of innovations from a variety of locations and target groups, it can be strengthened in future iterations by adding more outreach methodologies to reach remotely situated communities with which the CLIP team is not yet familiar, for example through radio messages; additionally, specific target groups could potentially be reached by the CLIP team through text messaging (SMS).

The selection process itself had a clear set-up, wherein the innovation proposals were assessed according to predetermined criteria by a predetermined set of assessors including partners, all contributing to a fair selection process. After an initial shortlisting, the 30 highest scoring applications were selected and received mentoring support while in the trajectory, thereby already

creating value for the participants and showing them that their application and potential are taken seriously; at the same time, the impact of technical skills gaps on the selection process is lessened, creating a more equal playing field for participants and allowing for a large variety of different actors to take part in the program. Considering the focus of the program on being community led, this should be more central to the selection process, for example by integrating this into the criteria and assessing the innovations not only on their potential impact on the communities but also on the extent to which the ideas are developed and (co-)created by these communities, as well as the extent to which the communities have a decision-making role in the proposed innovation, ensuring that they are central throughout the process. This should be highlighted at the start of the application process and emphasized throughout.

Finding a balance: community-centered programming versus results

By including CSOs as team members in most of the innovations, the CLIP team in the Philippines has approached team composition of the innovations in a way that differs from the two other countries; in most teams, the CSOs bear the responsibility of financial and project management. This approach is an understandable way of addressing the limited time that the project has to support the innovation process. Any time that is not spent on strengthening the program and financial management capacities of the team can be spent on developing and testing the innovations. However, this allocation of responsibility to the CSOs has in certain cases led

to a limitation of the decision-making power of the community members, and while the program has brought about many wonderfully contextualized innovations, there are some instances in which the communities have been included at a later stage or only have an implementing role in the program; this could potentially result in the limited sustainability of the innovations and fewer innovation capacities unlocked within the communities, thereby missing opportunities for increased impact. It is therefore strongly recommended that the program as a whole reflect on this topic and make a strategic decision on the extent to which communities are central to each stage of the innovation process, then agreeing on guiding principles for the program. These principles should then be further contextualized and incorporated into the Philippines program at every level, and specifically inform decisions around team composition and selection criteria.

It is to be assumed that a larger emphasis on community action (outside of CSO activities) will also result in lower capacities of the innovation teams when it comes to program management and financial management, a component which is especially critical when needing to realize results within a short period of time, as is the case with the CLIP program. Nevertheless, it is advised that the CLIP program in the Philippines slightly adjust its focus and center the achievements at the community level rather than at the level of the innovation results brought about with CSOs, in order to finally realize innovations that are fully embedded in the communities and respond to their needs. This will require additional support from the

CLIP Philippines team — either through capacity development activities or the overseeing of these activities and ensuring that they are community-centered — at the earlier stages of the innovation process. The evaluation team is confident that the CLIP Philippines team is well suited to and capable of doing this task because it has already proved it can assess and respond to the needs of the innovators during the later stages of the process.

Technical and financial support

All funds were initially awarded through grants worth PHP 500,000 each, thus allocating the seed funds equally between the innovations. Of all the interviewed actors, all of the innovations mentioned that the grants were sufficient to get started. Several innovations received a follow-up grant after submitting a proposal to CDP for assessment. The CLIP team in the Philippines has provided ample technical support to the innovations, both on program and financial management as well as DRR and the technical subjects that each individual innovation works on, mainly through communications with the program staff; this was essential to the prototyping, testing phases, and subsequent pivots in the innovations. This component in particular is where the strength of the partnership has come through: Considering that CDP had only limited experience in innovation, it can be concluded that the global-level partners have provided all the technical resources and knowledge for innovation as well as space for growth and experimentation within the program, leading to this success. The Philippines team has done a beautiful job of communicating

with the innovations either directly or through the mentors, utilizing a robust monitoring system to signal the needs of the innovations and to provide the applied capacity development support that would further the innovation. The team has combined this with a learning mindset, allowing the innovations to pivot and change their approaches based on technical advice and (community) results in the testing and piloting cycles. This, combined with a flexible approach to finances, allowed the innovations to shift their expenses based on the pivots, fostered the innovation process, and allowed the innovations to make the most of their incubation period. The continuation of this well-appreciated tailored and flexible approach is key to the success of the innovation process in the future. The CLIP Philippines team has already remarked that the monitoring system is unnecessarily expensive and should be reassessed. In the re-evaluation of this system, the community-led aspect should again be central to strategic decisions.

Fostering connections for the innovations

The CLIP team in the Philippines has been intentional in its promotion of the innovations to local actors and in ensuring connection and embeddedness at the local level. This is reflected, for example, in the extent to which the innovations have received financial and other support, especially from the barangays. Several innovations have been integrated into the local governance structures, which can be seen as a testimony to their relevance and effectiveness and increases their sustainability. In future programming, it is highly recommended to continue this approach.

Overview of the innovations[37]

#	Island (region)	Description	Innovation team	Type of Innovation
1	Luzon (Metro Manila)	Community-based programs and (community gardens) and advocacy for child-centered disaster risk reduction	Salinlahi Alliance for Children's Concerns, Inc.	Preparedness, Mitigation, and Response; Protracted Disaster / Immediate Emergency
2	Luzon (Metro Manila)	Accessible tricycle mobile service for people with disabilities	Las Piñas Persons with Disability Federation, Inc.	Preparedness & Mitigation; Immediate Emergency
3	Luzon (Baguio city)	Indigenous alternative to commercially manufactured "nutri-bars" disseminated in emergency situations	Community Health Education, Services and Training in the Cordillera (CHESTCORE) and Tanglag Women	Response; Immediate Emergency

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37 A complete overview of the reach of the program in the Philippines in terms of numbers of households or unique beneficiaries was not available.

4	Luzon (Ilocos Sur)	Introduction of alternative farming methods to increase food security and resilience to disasters	Sanggir ken Urnos dagiti Mannalon iti Probinsya ti Ilocos Sur (SUMAPI)	Preparedness & Mitigation; Immediate Emergency
5	Luzon (San Fernando City)	Application of siphon technology to provide community with access to water and increased capacity to face health-related disaster	Timpuyog dagiti Marigrigat nga Umili iti Nagyubuyuban (TIMUN)	Preparedness & Mitigation; Immediate Emergency
6	Visayas (Cebu)	Interactive Development of Mobile Community Theater for Education on DRR & Gender	SPEqTRUMS – Sexuality, Pride, Equality, Truth, Respect and Unity	Preparedness & Mitigation; Immediate Emergency
7	Visayas (Calagnaan Island)	Social Media content (Tikok and YouTube) for DRR to raise awareness and increase knowledge with youth	Salingsing Youth Organization (SAYO)	Preparedness & Mitigation; Immediate Emergency
8	Visayas (Cebu)	Promotion of contour farming and growing of vetiver grass to counter erosion and landslides and contribute to livelihoods	Purok Pading Farmers Association And A2D Project-Research Group for Alternatives to Development, Inc.	Preparedness & Mitigation; Immediate Emergency / Protracted Disaster
9	Visayas (Iloilo)	Tambon 2.0: Improvement of traditional fishing gear by combining two traditional fishing gears in one modality	Pambansang Lakas ng Kilusang Mamamalakaya ng Barotac Viejo (PAMALAKAYA - Barotac Viejo)	Preparedness & Mitigation; Immediate Emergency / Protracted Disaster
10	Visayas (Kinatarcan Island)	Early warning system connecting land and sea, using solar-powered two-way radio communication in combination with Kuratong (Talutang) as message repeater	Hagdan, Kinatarcan, Langub Workers Association (HAKILAWA)	Preparedness & Mitigation; Immediate Emergency
11	Mindanao (Surigao del Sur)	The establishment of a Women Managed Area (WMA) to empower women by recognizing them as one of the major players in the community in terms of mangrove management, reducing the impact of natural disasters (floods and typhoons)	Gata Kababayen-an Asosasyon (GKA) and Center for Empowerment and Resource Development (CERD)	Preparedness & Mitigation; Immediate Emergency
12	Mindanao (Surigao del Norte)	The creation of a free-energy water supply system using the siphon principle consisting of recycled plastic drums, PVC pipes, and HDPE flexible hose without electric power, water pump nor operator, reducing the impact of dry spells on the community	Daton Irrigators Association/San Francisco Farmers Agricultural Cooperative	Preparedness & Mitigation; Protracted Crisis

13	Mindanao (Maguindanao)	Establishment of a health center that provides indigenous and natural healing programs and services to the community at reduced costs	All indigenous women leaders from the Teduray and Lambangian Tribes and Mindanao Tri-people Women Resource Center (MTWRC)	Preparedness & Mitigation; Protracted Crisis
14	Mindanao (San Fernando Bukidnon)	Design and implementation of a DRRM and Forest Guarding competency-based curriculum and piloting with 20 indigenous stewards/forest guards in a technical school system	Tigwahanon Tribe and Philippine Eagle Foundation	Preparedness & Mitigation; Protracted Crisis
15	Mindanao (South Cotobato)	Building the Naci Dike: Restoration of damaged riverbanks along the Allah River by building a natural dike, which decreases the impacts of flooding by creating a naturally growing barrier	Tribal Leaders Development Foundation, Inc. (TLDFI)	Preparedness & Mitigation; Immediate Emergency

Case study 1: Installation of the Naci Dike

The Naci Dike in Surallah utilizes existing DRR technology to build a dike made out of bamboo, which serves as a barrier against the strong current of the Allah River, rendering it less destructive upon reaching the shoreline in case of a flash flood. Over time, the bamboo poles will disintegrate, and within five years they will be replaced by vegetation from the trees and the plants that have been planted, thereby creating a natural and sustainable protection system against floods. The innovation team consists of five members: three farmers from the Talahik community — all of them members of the Talahik Farmers Association — a representative from Tribal Leaders Development Foundation, Inc. (TLDFI), and an official from the Municipal Disaster Risk Reduction and Management Office (MDRRMO). Since August 2022, the Talahik Farmers Association has been involved to ensure the sustainability of the dike and to lessen the burden on the three community members.

This innovation is the result of a longer development process: in 2018, the concrete dike in the barangay was partly destroyed by flood. The barangay officials asked for help from TLDFI, with whom they have partnered for 15 years, to renew the dike utilizing the Naci Dike Bamboo Technology. Its implementation unexpectedly failed due to the specificities of the Allah riverbed in Talahik, which contains a lot of debris. Additionally, the bamboo roots needed to be planted extremely deep to not be uprooted. In the current innovation process, modifications were made to better suit the needs of the barangay riverbed: The hollow bamboo was filled with sand and water to bear weight. Now it is expected that the dike will hold in case of a flood.

Originally, community members were not part of the innovation; TLDFI and MDRRMO applied to the Pinnovation Academy together. Because the CLIP required community member

participation and for the innovation to be community-led, the innovators were later added to the team. PHP 500,000 of initial funding was received. It was originally intended to be used on a 300 meter-long dam, which was then stretched to cover 500 meters by adjusting the placement of the bamboo. Within the team, clear roles have been ascribed to each of the members: The community innovators are responsible for the implementation of the project, while the partner CSOs and the MDRRMO representative work on the financial, technical, administrative, and logistical components of the project.

While the project has yet to be tested by a flash flood, the people living in the barangay already feel more protected against the effects of a strong typhoon and the ensuing flash flood. The innovation has also, perhaps by virtue of the participation of the MDRRMO, created connections throughout the barangay, for example with its chairman. The innovation is looking into partnering with the barangay on the creation of an ordinance to prevent stray animals from eating the plants that were planted near the perimeter of the bamboo dike to allow it to grow. And the Talahik Farmers Association has been recently involved: As a result of a resolution passed by the barangay, the responsibility for maintenance of the Naci Dike has been transferred to the association, as well as the role of focal point of the Municipal DRRMO at the barangay level, meaning the association plays a key role in the sustainability of the innovation. Furthermore, the MDRRMO will support the association so they can better handle projects and so that they will have improved access to funding opportunities.

Case study 2: Early warning system combining kuratong (talutang) and radio

The idea for the early warning system came about after Typhoon Yolanda hit the remotely located Kinatarcan island, resulting in a loss of communication with the main island of Cebu and a power cut. The system that was developed is less dependent on electricity and utilizes two different modes of communication: traditional bamboo music instruments known as kuratong (called "talutang" by the community), which can relay messages within the community by using pre-established codes; and two-way, solar-powered radios. The talutangs are installed strategically in households in the community, 50 meters apart for optimum reach of the message, and are operated by these households, resulting in a cascading of the message. A base command contains two-way, solar-powered radios that are in communication with the mainland and can relay the messages — either from the community to the mainland or vice versa.

The innovators explained that "the innovation was conceptualized by the community. The idea was inspired from a traditional form of communication that was used by our elders." While the idea utilizes local knowledge and resources and is built on local customs — previously, it functioned as a general call for the islanders to go to work — it is an innovative idea to integrate the instrument into an early warning system. The project is led by the Hagdan, Kinatarcan, Langub Workers Association (HAKILAWA) in cooperation with the Santo Niño de Cebu Augustinian Social

Development Foundation (SNAF), which is responsible for the financial management of the project and for reporting to the Pinnovation Academy. The innovation received a grant of PHP 500,000 initially, which was sufficient to cover the barangay of Kintarcan, and has submitted to the CLIP a proposal for an additional PHP 115,000. Other barangays have already approached the innovators with an interest in learning more about the innovation and installing a similar system.

The development and prototyping process of the early warning system focused on the development of the instrument, awareness within the community, and the testing of the system. Firstly, existing talutangs were modified to create louder instruments that could carry the message further and ensure it could be heard from a longer distance, which was then replicated for the households. The second stage of awareness-raising in the community took time and effort: At first, according to the innovators, "the community members did not believe us because they thought that we were just playing with the talutang. They did not understand what the talutang is at first, so we went to every district within the community to tell them about the project." The third stage, testing, was done by conducting three drills, focusing on the optimization of the distance between the houses, practicing the messaging, and trying out the best ways to relay the information. In one of these drills, for example, they found out that they should not play all the talutangs at the same time.

Community members have already utilized the early warning system: It was used to call for help for a woman in

labor and provide emergency response to a boat that almost capsized. The barangay is integrated in the system of the Barangay Disaster Risk Reduction Management Office (BDRRMO), rendering the BDRRMO responsible for the upkeep of the two-way radio communication system, and the barangay already issued a resolution to encourage every house to install a talutang. Lastly, several nearby barangays have already declared their interest to install the system, should funding become available.

Case study 3: Establishing an indigenous healing center

In Barangay Pandan in South Upi is Lawi Fetinanaan (Rest House): an indigenous and natural healing center providing indigenous and natural healing programs and services to the community at reduced cost, set up and run by five indigenous women leaders from the Teduray and Lambangian tribes and supported by the Mindanao Tri-people Women Resource Center (MTWRC), an NGO based in Cotabato City. The barangay has limited access to health care services because of its remote location, and during the COVID-19 pandemic, community members were further discouraged from visiting the hospital because they feared they would be diagnosed with COVID. The healing center utilizes plants that occur naturally in the local area to make herbal medicines, and since its establishment has branched out to include soap making and other activities. The innovation now has more than 30 members who joined upon being invited by the community innovators, of which 15 are active and involved in strategic decisions. The most active members could attend the training sessions and seminars provided by CDP, for example on producing herbal medicines or on reflexology.

The idea of producing herbal medicines came up when community members were displaced due to armed conflict, and a lot of them started getting sick. Medicinal plants were abundant and could be utilized to treat some symptoms. When the opportunity to apply for the CLIP came about, the community members decided to propose the establishment of the healing center with additional support from the barangay, which donated the land that the center is built on. The initial budget of PHP 500,000 was spent on the building, including labor costs and materials, as well as on training and supplies to start making the medicines. This was complemented by the barangay, with the later addition of financial support for their soap-making business. The ingredients for most products are found in the vicinity of the center.

Now that the innovation has properly taken off, the members have gained additional skills and are able to provide extra income to support their families,

besides being able to provide their fellow community members with medicines. One of the members shared: "We learned from the activities of the organization. We are also able to help their families through the herbal medicines that we make, and we learned how to do reflexology. Because of our participation in the organization, we were able to experience all of this, and our knowledge also improved." Additionally, both the members and the community leaders have noticed that the members of the project have become more active in the community and participate more in community activities. Multiple interview respondents have mentioned that the women are supportive of one another and enjoy meeting their peers through the project.

The innovation is not yet financially self-supporting because most of the women don't earn sufficient income, but it is preferable to the alternative: being at home without additional income. In 2020, they were encouraged by one of the MTWRC staff to establish an organization. Since then, the barangay encouraged them to register with the Ministry of Labor and Employment so that they can access government programs and services. This ongoing support from the barangay indicates the value that the innovation provides to the community, which they have even extended to other communities, teaching community members about soap-making. The primary barrier to further scaling and duplication is a lack of funding.

Overall CLIP conclusions and recommendations

Programmatic

- It is highly commendable that the CLIP program has managed to select such a diverse group of innovations, and it is recommended to continue doing so in future iterations. In the future, to be able to reach the most remote communities with limited access to the internet, it is recommended during the outreach phase to expand the online strategy utilizing social media, and to add radio commercials, SMS, and voice-to-voice campaigns.

- The selection and evaluation process for the innovations — in Indonesia and the Philippines to a larger extent than in Guatemala — used a more traditional approach (solution based, technological aspects, and due diligence requirements) than a community-led approach. To encourage community involvement, It would be beneficial to reinforce or include the following, among others, as main criteria: inclusiveness components, role of the community, the identification of innovative approaches that utilize local and indigenous knowledge, the issue-based understanding of the context, and/or what already is happening within the communities and how to accelerate those complementary actions.

- It is recommended to strengthen the ancestral and traditional component within the community-led approach as a structural requirement or highly encouraged element for the selection, design, and testing of the innovations.

This could further encourage the inclusion of indigenous knowledge or local traditions as both a means to increase feelings of community ownership around the innovations and to explore and experiment with what innovation can mean in these localized contexts. Including or strengthening the integration of such knowledge in the overall program methodology, contextualized for each location, could also be beneficial as the CLIP seeks to continue and expand.

- The growth phase can be considered one of the most challenging because it requires more time, support, and resources (both human and economic). Learning that extra focus on the growth phase is required should help the program teams redirect more resources and technical capacities toward the successful accomplishment of this final phase, which will assure the sustainability of the innovations over time. Incorporate into the program leadership training, teamwork, strengthening of specialized roles, business model and plan development, fund management, finance, and tools for conflict management, among others.

- This is a short-term project intended to create long-term impacts, and the results of the innovations will often not be visible or tangible immediately. However, it is possible to track changes and progress from having a learning-/process-based approach instead of a results-/product-based one. The three country partners have a huge focus on learning about the innovations and learning from the innovations, and they adapt

the program according to learned evidence, including mistakes. The M&E process could further reflect the support, flexibility, and trust provided in the program, which encourages genuine reflection, learning, and progress in tracking community changes in mindsets and behaviors toward bigger systems change. This could be reflected via more informal M&E processes, through ongoing dialogues/conversations or simplified forms rather than extensive written reports, more collaborative approaches to collecting data between innovators and country partners, the use of mixed media and technology (i.e., voice notes or photos/videos shared over WhatsApp), and the use of less technical language in designing measurements or indicators adapted specifically to each context.

- Highlighting the **Philippines case**: By working with CSOs and structures that were already established and by (partly) making them responsible for the finances and program management, CDP has successfully decreased the timeframe for the innovation process while still respecting the community-centered principles of the program — as much as is practically possible. This experience had its benefits, but learning from Guatemala´s and Indonesia´s cases, our recommendation is that the implementing partner should (as much as possible) avoid having third implementing parties. However, if it is decided that future iterations will work with similar mixed teams of CSOs and community innovators, it is recommended that the implementing

partner receive additional budget allocated to staff and technical support; this serves to strengthen the local team's capabilities so the team can be involved beyond the reporting of the innovations and really ensure that ultimately, the decision-making power is with the community members instead of the CSOs.

- The development of an exit strategy is strongly recommended, as one of the main purposes of the CLIP is to install capabilities to support the communities in being active development actors who define their own futures. Currently, this strategy does not exist. Accordingly, we strongly recommend that it be developed, as it should be part of the program´s methodology. This exit strategy could be developed according to the TOC, with the aim of increasing the implementing partners' and local communities' capabilities, the process and learning frameworks suggested, and the expectation of changes in mindsets and behaviors, among others.

- Additionally, it is recommended to integrate in the selection process an explicit inclusion component via an intersectional gender inclusion strategy. As of now, the inclusion of diverse groups has been more of a positive unintentional outcome than a core criterion that innovators are made aware of from the beginning of the design phase and all the way through to the testing and growth phases. The inclusion strategy should seek to center inclusion as a core selection criterion, rather than having innovations retrofit or bolster this

aspect upon selection.

Partnership and ecosystem

- To unleash the full potential of the partnership, Catalystas' recommendation is to reframe some of the roles (shifting the power dynamics, increasing the level of trust in the local partners, and taking on more of the risks at the global level) to decentralize programmatic decision-making to the level of the implementing partners.

  - Aside from general oversight, donor relations, and financial management, Elrha's role in the current iteration of the CLIP has remained somewhat nebulous and undefined. Shifting Elrha's role toward a more knowledge management and strategic communication role could allow the partnership to enact more strategic dissemination (for example, overcoming language barriers) of the learnings and lessons learned, leading to a potential mobilization of additional resources. Elrha in particular, as a donor organization itself and as a well-respected thought leader with the longest established track record of the partner organizations in humanitarian innovation, could also work to secure further access to additional financial resources by acting as a pre-vetting agent or guarantor for the country partners as they look to join the international landscape.

  - Similarly, the roles and responsibilities of Start and ADRRN, who are already the main country partner contact holders, technical advisors, and coaches, should further define them as leaders in the collection of learnings and data to inform knowledge management and dissemination approaches at a global level, as a natural result of their close relationships with country partners.

  - Lastly, establishing a steering committee — financial and staff decision-making — could shift the power dynamics and increase the levels of trust in the implementing partners, allowing them to handle more responsibility and creating opportunities to pioneer learning processes (also involve FCDO in this process).

Social, economic, and technical support were provided to each of the participants; however, some gaps were identified, as these communities have been historically vulnerable and have structural gaps that would need intensive support for longer periods of time, so assuring additional resources could mean a longer support period to address social and behavioral changes.

- Learning from **Indonesia's case**, where the communities' relationship with the program was somewhat mediated by the innovation groups, the recommendation is to design mechanisms to incentivize a direct relationship between the implementing partners and the communities, which would increase the program's effectiveness and efficiency. The communities should be considered a targeted population, not indirect targets.

- We recommend leveraging the power of the network at two levels: first, by continuing to expand the network of technical experts and mentors to support the innovations, even utilizing cross-country support; secondly, by promoting articulation and feedback mechanisms between innovators who work on similar issues in different communities to share knowledge, optimize products for replication or scalability, and even become trainers or mentors of new innovation teams.

- Expecting the innovations to radically change the system in which they are immersed could be an unnecessary burden on them. It is recommended to tap into local partners and programs that, with a shared vision about the future and expected changes, can help the innovation to move forward on the changes the CLIP program is expecting.

Knowledge management and communication

- Having in mind Elrha's potential new role as strategic manager of knowledge and communications, it is also recommended that the global partnership support implementing partners in disseminating knowledge management materials to wider audiences in order to further expand the reach and impact of CLIP's activities in the three countries and globally.

- A national or regional strategic coordination network of communities, CSOs, and NGOs focused on strategic communication of practical applications of innovation programming could be a highly beneficial next step in achieving sustainable growth and scaling of innovative approaches across the different communities.

- More in-person sessions where local partners can meet each other are encouraged, as this was previously not possible due to the COVID situation; the recent in-person workshop was highly valuable, with good results in terms of capabilities, peer-to-peer knowledge exchange, networking, and strengthening of the innovation and humanitarian ecosystems.

- Within the partnership, the consolidation of data and information was found to be a consistent challenge, with vast amounts of materials to collect, organize, and synthesize across a large number of stakeholders. With regard to financial data in particular, it is recommended that the partnership strengthen the systematization and analysis of the vast amount of data and learnings collected from the program, with a streamlined organizational structure to ease the process of synthesis and draw out cross-cutting themes, trends, gaps, and opportunities.

Resource allocation

- No cash was disbursed to the innovators, and in terms of capacity building and even an exit strategy, the recommendation for the future is to disburse cash to the teams with an accompanying capacity-building component on resource management and financial literacy: This is an important topic to touch upon, both in terms of capabilities and trust, if sustainability is to be addressed. In

order to avoid creating a cycle of economic dependency, this is not intended to include the use of cash as an incentivizing measure.

- It is strongly recommended that Indonesia and the Philippines conduct specific learning sessions with ASECSA in **Guatemala** to continue their development of resource allocation approaches in shifting from an equal approach to an equitable approach, taking into account the capacities and needs for realizing each innovation. Resource allocation should be done equitably with each innovation team, as was done in Guatemala, according to the requirements of each innovation and with the help of a technical advisor. Lastly, those innovations that require greater investment in research and development, or ones that need to pivot or adapt, should find a way to get or ask for additional resources according to their needs. This may — and in many cases, should — result in different innovations receiving different grant amounts based on a more innovator- and community-led approach to determining appropriate, equity-based grants.

- Identify institutions from the private, public, and national as well as international cooperation sectors where the teams could link innovators, enabling them to present their projects and mobilize their own resources (for example, social impact investment funds, support for social enterprises, venture capital). This could include business management or development training for all stakeholders involved, so as to engender a business mindset and enable expansion of innovations beyond the humanitarian sector as a sustainability mechanism.

Annex I: Methodology

The research process adopted a highly collaborative and iterative approach, engaging the Start Network, ADRRN, and Elrha teams and building on information and experiences that had already been gathered. Feminist principles of learning, collaboration, participation, inclusivity, and responsiveness were embedded at all levels of the research process including during the desk review, data collection, and in-country research. As an intersectional feminist consulting firm, we were committed to transparency and closely partnered with the Start Network, ADRRN, and Elrha to ensure the research and learning process were needs-based and applicable.

The evaluation team used an evidence-based mixed-methods approach to carrying out this evaluation, primarily utilizing contribution analysis as a means to understand the role each community's initiatives had played in changing local environments, the extent to which the country-wide initiatives had contributed to overall goals and objectives, and whether it was indeed the innovation initiatives contributing to the CLIP partnership's realization of its Theory of Change, results framework, and partnership principles against the original assumptions and strategies made. We also utilized innovative methods for capturing findings, such as audio recordings, video footage, and photo reporting. As part of our Ethical Data Collection protocols, any media used to capture findings was created and utilized with the permission of those engaged. Catalystas incorporated bottom-up process analysis to ensure a comprehensive understanding of the unique contextual operations of each innovation initiative in a non-linear

approach, taking into consideration the nascent nature of the sector. We also ensured that all interactions with local communities and CSO and NGO stakeholders were participatory, and guaranteed avenues for feedback and information-sharing throughout the evaluation process for all relevant actors.

Inception

After signing the contract, Catalystas held an inception meeting with key Start Network staff, ADRRN staff, Elrha staff, and country partner teams to clarify and verify the scope, depth, and reach of the research more clearly and to request access to documentation, including the data that has already been collected by the evidence and learning team on CLIP programming. During this meeting, we conducted group exercises that informed how to finalize the research questions and how to formulate the sub-questions to best test the Theory of Change. We also discussed our participatory framework and considered opportunities for the inclusion of innovative approaches to the presentation and dissemination of findings. The team also scheduled a time for standing bi-weekly meetings with Start and Elrha points of contact throughout the evaluation so that we were able to ensure that our research meets the needs of the network. Catalystas also held country-level inception meetings to further identify key focuses and needs in each country, map out an efficient and effective plan for visiting communities during field research, confirm the logistical procedures for each country, and gain further insights into how each country defines key terms, as well as where they would like to see emphasis

placed in the evaluation.

Desk research

The study itself took the form of a three-phase research process, consisting of primary and secondary data collection through preliminary desk research, primary data collection, and analysis and triangulation. Desk research was conducted by examining existing research and literature on existing practices in the humanitarian sector, including but not limited to the data collected by Start Network. We examined all documentation provided by Start Network on the activities and initiatives of the CLIP, as well as any relevant literature on innovations in the humanitarian-development nexus. The team was trained in the Core Humanitarian Standard and its nine commitments, had intimate knowledge of the Sphere handbook, and took these into account in the evaluation. Due to the immense amount of documentation to review, Catalystas formulated the research tools in tandem as we processed information; additionally, the team refined and adapted the tools and questions as needed in order to maximize efficiency as well as ensuring all key elements were captured in the tools. The initial tools were submitted in the inception report.

Primary data collection

Changes to the originally proposed methodology can be found in the Adaptations section of the main report.

Next, we began the primary data collection in all three countries, conducted through our local networks.

Our team worked closely with our locally based counterparts, selected and hired by mid-January 2023, and ensured consistency across data collection methods and approaches by ensuring that all local consultants undergo the Catalystas Ethical Data Collection Training prior to beginning fieldwork. Local expertise through working with our local networks and colleagues was key in each location and enables a deeper understanding of the experiences of the locally based organizations, their position in the humanitarian and local community ecosystems, and their role in the Start Network. Our primary data collection focused on the three above-mentioned levels and sought to collect insights and perspectives from community stakeholders, CSO and NGO stakeholders, implementing partners, Start Network staff, and other humanitarian actors operating in the same spaces. We focused mainly on the use of KIIs and FGDs in order to collect qualitative data to accompany the quantitative data available via documentation and materials shared during desk research.

Selection of site visits

Due to the limited number of days for field research, the large distances between communities in some of the countries of implementation, and the high number of innovations to examine, Catalystas set out a number of criteria to determine which innovations our team would be able to visit in person, and which would therefore qualify for a case study. In Guatemala, from seven communities spread across five regions, we decided to visit three of them: Poza

del Macho, Palestina, and Xesiguan. Keeping in mind the innovations the national team recommended we visit, we first looked at the distance from the capital region as a central starting point and the accessibility of the locations. We also looked at the number of innovations per location and distribution of those served by the innovations (gender and age). Finally, we looked at the language(s) needed in order to effectively interact and communicate with each community.

In Indonesia, due to the concentration of communities in the Special Region of Yogyakarta and considering the smaller number of innovations (nine), a different approach was taken. Catalystas aimed to visit all of the involved communities and innovations, giving priority to those in the implementation stage and those focusing on different issue areas (disability support; elderly and disability; agriculture; early warning system). Additionally, due to the overlap of our scheduled field visit days and a set of programmatic conferences happening in Indonesia with many CLIP partners, our local team visited the conference to meet as many members of the CLIP program as possible.

In the Philippines, like in Guatemala, long distances necessitated selecting communities and innovations for site visits. With 15 innovations spread across the three main island groups, our local team focused on visiting one main area, Mindanao, to observe innovations in their communities. In Mindanao, distance remains the key consideration for selection due to feasible accessibility within the time allotted for primary data collection. Accordingly, we selected two communities in South Cotabato and Maguindanao, which have innovations

in different stages of development and implementation, and are focusing on the sectors of disaster-related health care and environmentally friendly water engineering. These sectors provide overlap with the selected innovations in Guatemala and Indonesia, enabling cross-country learnings and comparison. Key target groups include women and farmers, a further consideration in ensuring representative samples and investigating cross-cutting learnings.

In combination with these site visits, Catalystas planned the data collection schedule in the Philippines to coincide with a convening of innovators from Luzon and Visayas, the other two areas participating in the CLIP program, in order to facilitate a meeting with all of these innovators (nine in total). Were this conference of innovators to take place within a feasible distance of additional participating communities, our team would also try to make an additional site visit alongside the conference attendance. Accordingly, the structure of FGDs and KIIs in the Philippines may differ slightly from the other two countries, as the nature of having two-thirds of the innovators in one place may lend itself better to an additional FGD with innovators, and the limited feasibility of travel to all three main areas may require an adjustment to the number of KIIs and FGDs with community leaders and beneficiaries of the innovations. However, our team worked to ensure as representative a sample as possible, still considering age, gender, level of ability, language, and focus of innovation.

Case studies and representative sampling

In order to select case studies in each country, we conducted a set of initial

interviews using audio recording messages, enabling our team to collect an overview of innovations via an "inventory" of highlights. From these highlights, we identified the most relevant innovations to form case studies, taking into consideration location, stage of innovation, type of innovation, and level of accessibility during field research. Accompanying these specific case studies, we utilized FGDs and KIIs to collect a wider and more overarching basis of data and information about each country's innovations overall. We held three FGDs per country, one with innovators, one with community leaders, and one with community members benefiting from the innovations. This enabled cross-country comparisons, while KIIs ensured that we speak to each of these groups in a representative manner per country as well. Our team conducted between 16 and 20 KIIs per country with community members, leaders, innovators, other humanitarian actors, and local CSOs. Regarding KII and FGD participant selection, we took into consideration language needs (if bringing together innovators or leaders from different communities), age, gender, level of ability, and community status to ensure the most representative sample possible. FGDs and KIIs were also used to inform the specific case studies.

Data triangulation, validation, and report drafting

Finally, we consolidated and synthesized our body of research into a comprehensive report aimed at answering the identified research questions in both a reflective and forward-looking manner. We triangulated and validated our data throughout the research process, with a minimum of two data points per confirmed finding. Our final report sought to ensure that Start Network, Elrha, and ADRRN team members as well as country partners have a full understanding of the impacts and progress of the innovation projects, from community-level learnings that can be shared, replicated, or scaled to cross-country trends that represent the most promising possibilities for global application. We also developed a ranking system to evaluate value for money with regard to the more intangible elements of the program, providing a basis of how to consider key elements deemed critical by the program participants themselves. The system aims to measure how those elements ultimately impact the level of external assistance required by each community in the case of a disaster (with relevance to the type of disaster the community has chosen to address, i.e. immediate emergency vs. protracted crisis), and the long term social and behavioral changes evidenced within each community that contribute to a tighter social fabric.

A presentation of the findings will allow the project team and relevant stakeholders to take part in a guided discussion on the outcomes of the research and if necessary clarify any outstanding issues and include those in the final report.

Strategy development and dissemination

Following the submission of the final report, Catalystas will support

Start Network further through the development of a strategic roadmap and dissemination plan that will enable Start Network to share the lessons learned in the evaluation with a wider group of target audiences and to uptake recommendations directly into future programming for the next phase of CLIP implementation. We will emphasize mixed media and innovative approaches to dissemination to ensure all stakeholders and audiences can be reached across barriers of language, geography, culture, and education. Materials to be developed may include one-pagers, a podcast, recordings, videos, etc., and will be developed with each country team based on the media collected during primary research. Our team will also endeavor to make materials accessible to those with disabilities wherever possible (i.e., through closed captioning for videos or image descriptions for photo stories).

Annex II: Value for money

The Value for Money framework and indicators can be found in this document.

Annex III: Extended overview of limitations and adaptations

General

- When initially receiving all information and documentation from CLIP partners, there was a massive amount of material with limited organizational structure, which made navigating the information challenging. While our team did our best to create a structured overview of all materials, some information may have been overlooked due to incomplete documents, language barriers, copies of the same documents, or empty templates.

- At the global level, our team was able to speak with the majority of stakeholders; however, we were unable to reach certain actors, including key former partnership staff, and other humanitarian actors who did not respond to requests for interviews, or responded too late to be effectively included.

- The information shared regarding finances and budgeting — both on pre-cut and post-cut budgets — was found to be piecemeal and not straightforward; additionally, key overviews of complete program budgets were missing, with only some country level, Start Network, or ADRRN overviews available.

Guatemala

- During the final site visit, our local consultant faced roadblocks on the route due to electoral protests, which hindered her access to the community.

- Power cuts forced the team to reschedule interviews on very short notice or even as the interviews were

happening. However, our team was ultimately able to speak with everyone relevant to the program.

Indonesia

- Heavy rains limited access to communities in the time allotted for site visits, resulting in fewer communities visited by our local consultant.

- The materials shared by YEU contained some incomplete or empty information and templates, and some materials were copies of the same documents, resulting in some information potentially being overlooked. Some of the documents shared did not have English translations, which limited the depth of understanding to some degree, although translations were largely possible. However, following requests for clarification, YEU was able to shed light on the vast majority of the missing information.

The Philippines

- The issue of red-tagging in the Philippines necessitated a change in locations selected for site visits due to security concerns and in order to ensure the safety of communities involved.

- In order to increase the efficiency of data collection, a part of the KIIs and FGDs took place during the learning conference event in Visayas. During site visits, there was not always a separate enclosed space for the interviews to take place; this resulted in other people joining the discussions and creating more of a group interview approach, as well as

hindering the creation of a safe space for interviewees to speak freely about any criticisms or concerns they may have had.

- During site visits, CDP requested that a community organizer always accompany our local consultant and coordinate the KIIs and FGDs to a more involved degree than usual for implementing partners. Because the data collector from Catalystas did not take part in the coordination, key informants were not always aware of the proceedings and would join or hang around other interviews as they were being conducted, leading to less privacy for those taking part in the interviews.

- The materials and information received from the CDP team were limited in nature compared to what was received from the other country partners: While a general overview of the innovations was shared as well as the narrative reports received by the network and several planning documents, only examples of monitoring reports and descriptions of certain innovations were shared, and there was no documentation on funding; for example, there was no overview of the funding that all innovations received, and only limited information about the target groups of the innovations and beneficiaries reached, resulting in a smaller basis of knowledge and data to draw conclusions from.

Adaptations

Guatemala

- Initially, we proposed a specific selection of communities and innovations for site visits. Upon feedback from ASECSA, our team altered the selection of site visits to include a community that had not received as many visits as the initially selected one.

- Initially, we planned to hold FGDs with innovators, community members, and community leaders. However, due to the distances between communities and the nature of the programs, we opted to instead hold all FGDs with innovators to bring innovators from different communities together, and reached out to other types of stakeholders via interviews.

- Initially, we planned to hold between 16 and 20 interviews. Ultimately, we conducted an additional 25 interviews to ensure we had the basis of information and data needed to effectively understand and evaluate the CLIP activities.

Indonesia

- Due to some days of heavy rain, not all communities were accessible within the time constraints for site visits. Accordingly, we prioritized visits to the active innovations and successfully met with seven out of nine innovations and communities. Ultimately, we achieved our set target for the number of interviews and FGDs, with a total of 17 interviews, three FGDs, and two conference observation days.

- Initially, we proposed holding FGDs in the communities; however, it proved more prudent to bring the FGDs

of each stakeholder type together in a central location to facilitate access for the participants. FGDs were conducted as planned with each stakeholder type: innovators, community leaders, and community members.

The Philippines

- Due to the issue of red-tagging, our team opted to alter the initial selection of site visits to include communities not affected by this problem.

- Initially, we planned to hold between 16 and 20 interviews. Ultimately, we held a total of 11 interviews and four FGDs and observed two days of the CLIP learning conference in Visayas, where the five innovators of that hub presented their progress.

Annex IV: Programmatic overview and best practices

Reviewing the three country evaluations, it was possible to get a programmatic overview and identify certain commonalities and best practices. Some of them were identified in all three countries, and others are specific to one or two of them but are still worth mentioning. The practices were categorized into programmatic, partnership and innovation ecosystem, knowledge management and communication, and resource allocation, as a way to classify and make sense of them.

Programmatic

- The central focus on communities' greater capacity to identify and address their own needs and problems: Playing an active role helps communities overcome their traditional objectification as passive recipients, allowing the innovators to design solutions better suited to each context, while learning by doing how to become innovators and active problem-solvers themselves.

- The recovery and enhancement of ancestral and indigenous knowledge: In some cases it was a design principle of innovation, in others an added value for the developed innovations; it represented an effective fusion of traditional wisdom and modern technology.

- The earlier the deployment of technical support, the better: It allowed the innovators to build capabilities from the beginning with basic but core training and workshops, which then transformed into tailored technical expertise support that enabled them to design and test innovations that better fit their communities and contexts, within the available resources.

- The closed work with community leaders: To convene the communities, community leaders had a crucial role as gatekeepers in helping the entire community to understand and accept the benefits of the program as well as the innovation journey and mindset.

- Local partners, teams, and communities valued and recognized the flexibility of the program: Flexibility provided the implementing partner and the community with the capacity to make/suggest adaptations as needed at a faster pace than what was possible through traditional programming with bureaucratic decision-making, something that is not common with other alliances.

- Special efforts to promote the inclusion of women, children, adolescents, youth, the elderly, and persons with disabilities: The program tried to be inclusive, for example, in the selection of the innovation teams, resulting in the participation of youth-led organizations, and innovations working directly with and/or led by elderly people, the LGBTQ+ community, and indigenous, among others minorities. Inclusion was also considered in the facilitation of social support; for example, the presence of caregivers for children was guaranteed in some group work instances.

- A more unconventional — but ultimately, in many ways more efficient — process of monitoring and reporting: This enabled the program

to truly integrate communities' insights and feedback, and report on the innovations' impacts on the mindsets and behaviors of the supported communities to facilitate social change, rather than focusing on traditional framework outcomes that prioritize tangible, numeric outputs. **(Indonesia/Philippines)**

- Bringing together a multi-stakeholder representation in the selection process: The implementing partners brought together a diverse set of actors, including local experts, universities, and public servants, among others. **(Indonesia/ Philippines)**

- The program's staggered implementation in different cohorts: This allowed the program to test and progressively incorporate the learnings and lessons of the previous cohorts, all while maintaining the program's innovation journey (Exploration, Discovery, Development, and Growth). **(Guatemala)**

- The good relationships and balanced power dynamics between communities and innovation teams: By incorporating the communities' feedback and insights, adaptations made to the innovations throughout the process, given available financial resources and team capacities, provided a sense of ownership and trust between the two parties. **(Indonesia)**

- Human skills built via social support: Through recreational and artistic activities, the program allowed participants to hone human skills such as community relations and networking, public speaking, active listening, leadership, peer-to-peer learnings, and ancestral and modern fusions. **(Guatemala)**

Partnership and innovation ecosystem

- A clear delineation of roles and responsibilities: Both between country and global partners, and between partners at each respective level, there is clear trust and understanding of roles. The relationships between country partners, innovation teams, and local ecosystem actors serve to maintain and strengthen global frameworks while concurrently designing reflective, flexible activities — creating a sense of ownership at every level of the program.

- The willingness of the global partnership to support local teams to encourage innovation and experimentation: These innovations and experimentation mindsets were not only fostered at the level of the local innovators; innovation as a mindset was also employed as a means of exploring systems change and innovative partnership styles in the program structure itself, with regard to the dynamics between global and implementing partners.

- The provision of technical support developed a strong network of experts: These experts can be contacted to ensure that innovators have access to the types of support they need to make their innovations a success. For local teams, this has allowed them to provide more effective and more relevant support to the communities and innovators while also strengthening their own capabilities.

- Support in linking innovations and helping them to receive support from other organizations and public/private entities: Related to the strengthening of the local ecosystem and the generation of alliances, these partnerships have continued throughout the program in working with the innovators themselves, demonstrating a clear commitment to building a stronger local ecosystem that is able to effectively identify, address, and sustain innovations focused on humanitarian issues.

Knowledge management and communication

- An exchange of knowledge (training, materials, events, spaces) rather than just a transfer of knowledge: This allowed the communities to feel recognized and heard and let them experience ownership of the process they were immersed in, increasing their participation rates and capability to co-create the program.

- The development of a number of learning materials for dissemination: This was done in order to share and communicate knowledge under the CLIP program, including blogs, journal articles, news articles, and reports.

- Knowledge exchanges at different levels: Knowledge exchanges occurred between leaders of the partnership and national teams, as well as between national and local teams; there were also peer-to-peer exchanges that allowed the innovators to learn from one another and motivate themselves, while also sharing their knowledge and impacting their communities.

Resource allocation

- Economic equity: Economic resources were distributed according to the needs of each innovation, with each budget being designed with the help of technical advisors. **(Guatemala)**

- Allocating innovators' own resources to their innovations: Assigning the innovators' own resources to the prototyping and testing of innovations ensured the innovators´ level of commitment to the success of their innovations. **(Guatemala)**