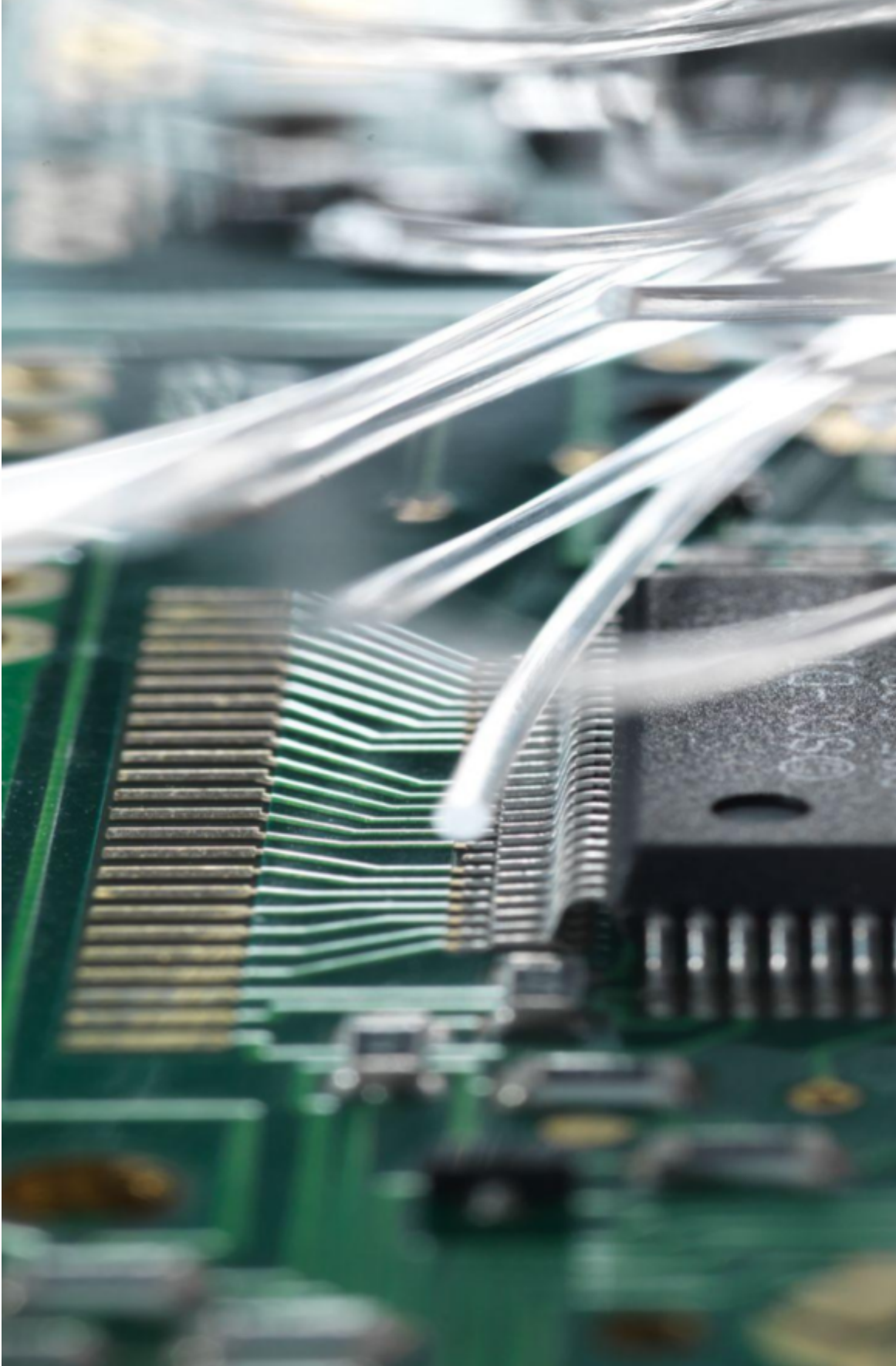




Humanitarian Innovation Programme

Evaluation Report



Preface

This report is an evaluation of the Humanitarian Innovation Programme (HIP-Norway) commissioned by Innovation Norway. Conducted from September 2023 to December 2024, the report aims to assess the impact of HIP from 2018 to 2023, highlight its significant achievements, and develop the program's indicators. The report was authored by Kristian Rostoft Boysen, Anton Popic, and Alina Karlsen. Hege Gabrielsen was the responsible partner for the assignment.

Our evaluation is structured in three parts, each focusing on a different aspect of the program. The first part examines HIP's strategic framework, offering an analysis of its current structure and suggesting methods to conceptualize impact and develop indicators. This forms the basis for understanding HIP's goals and the effectiveness of its approaches.

In the second part, we focus on the program level, applying the approach developed in the first part to assess the impact of the program. This offers an overview of the range and nature of projects funded by HIP and their collective impact.

The third part presents six case studies. These are selected to illustrate HIP's achievements and to extract key lessons, providing practical insights into the program's implementation and outcomes.

I would like to express gratitude to Innovation Norway for this opportunity, to the reference group for their invaluable input, and to the various UN, NGO, and private sector actors who contributed their insights. Their collective knowledge and experience have been crucial in shaping this evaluation.



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Executive summary

Innovation Norway (IN) administers the Humanitarian Innovation Programme (HIP), which grants funding and support to develop, test, and scale new solutions that can contribute to better and more efficient humanitarian action. The purpose of this report is to examine the impact of the program (2018-2023), provide examples of some of its achievements, and further develop the program's indicators.

The evaluation has three main parts, the first of which looks at strategic perspectives of HIP, assessing its current structure and proposing an approach to conceptualizing impact and developing indicators. The second part examines the program level, piloting the approach to impact and providing an overall picture of HIP's portfolio of funded projects. The third part comprises six short case studies, showcasing achievements and extracting key lessons learnt. Lastly, the report concludes with a roadmap that provides an overview of the evaluation's contribution to indicator development, and recommendations on how the program should take on this work in the near future.

Overall assessment

The evaluation finds that HIP is a lean, well-run program that demonstrates an impressive output of projects as well as knowledge-generating tools and support for humanitarian organizations. The evaluation finds that the program has a meaningful impact on the sector, and by extension, people affected by crises and conflict. Operating with lean oversight of the supported projects, HIP is guided by overarching strategic goals that align with its humanitarian purpose. Beyond being a catalyst for innovation culture in humanitarian organizations, the program effectively advances partnerships between humanitarian actors and the private sector.

Strategic alignment, program efficiency and achievements

Since its inception in 2018, HIP has increasingly taken on characteristics of a program despite its limited admin resources of 2.5 person-years, funding 42 projects throughout the period in question. Several of these projects have yielded significant results and contributed to the enhancement of the innovation culture within humanitarian organizations. This marks a pronounced progression since the 2020-evaluation when the program had not yet seen any project achieve primary outcomes.

Project selection in HIP is guided by broad thematic priorities and the discernment of knowledgeable experts. The program is, however, not equipped with a full-fledged strategy. HIP's search for indicators is symptomatic of a program that has a solid purpose but operates without the guidance of intermediate outcomes and a conceptual approach to impact. The development of indicators needs to be aligned with a strategic outlook. In this regard we find that HIP could benefit from articulating ambitions for its contribution to the humanitarian sector at large, potentially in collaboration with the NMFA and within the framework of Norway's evolving humanitarian strategy. Preliminary suggestions to that end are presented in this report.

Several other innovation funds also focus on the humanitarian sector, typically tracking the number of solutions they generate. While this evaluation doesn't assess the HIP-program's position or coherence within this landscape of actors, some have suggested the need for better knowledge management and possibly a global repository of tools and resources. Questions arise

about the overlap and potential redundancy in addressing similar challenges, the awareness of these initiatives among each other, and competition for scaling in similar or overlapping markets.

HIP is operating at a fraction of the personnel cost compared to other innovation funding actors in the field. Its modest program size reduces the need for management structures. This has contributed to the program's agility and flexibility, attributes that have garnered appreciation among both the humanitarian and private actors. While it is crucial to preserve this feature of the program, it is timely to pose the question if HIP could be implementing a more stringent system with regards to the obligations of projects. If HIP is going to keep up with the increasing demands on both donors and humanitarian organizations to produce evidence and elaborate on their contributions to the sector, the program needs more than a set of indicators; it needs an approach to impact that links up to strategic ambitions. This approach will have to be factored into the program's way of working and also touch on the project obligations.

The report suggests a set of principles and tools that should be taken on and further developed by the program. Additionally, it would be advantageous for HIP to incorporate a clause in project contracts requiring the grantees to report on the relevant indicators from the set we suggest. The relevance of an indicator should be agreed upon between IN and the grantee bilaterally. Finally, HIP should also consider implementing minimal reporting a year or two after the conclusion of scaling projects. Scaling is frequently an ongoing process of diffusion and persuasion without a definitive endpoint. Often, HIP-funded scaling projects are initiated during the early stages of efforts to reinforce uptake. A later snapshot of these projects would give a more complete picture.

Impressions from partnerships

The depth and character of the partnerships with the private sector display a huge variety. This is to be expected since the private sector is understood as any non-state actor, both for-profit and non-profit. The quality of these relationships cannot be measured in this evaluation, but our point of departure has been to recall that the main assumption that HIP rests on, namely the belief that these two sectors together can produce better solutions for humanitarian aid. Some main impressions and salient features can be gleaned from the data in this evaluation.

Large corporations tend to a greater extent to see humanitarian actors as customers with little or no distinction from the rest of their customer base. These actors see the humanitarian sector as an interesting but risky market. Some of the projects show that HIP has contributed to stirring their interest and precipitating research into the sector.

Private sector actors that already see the humanitarian field as a market – or even their main market – tend to have more established sustainability approaches, and may also see this as part of the company's identity. By extension, the staff there have more insight into the sector and the organizations that work in it. They typically also work more keenly to understand the context and user perspectives. Here, there are also examples of how user-centric perspectives from the private sector enrich humanitarian work. One example is how focus on the quality of products can be at odds with a more traditional understanding of value for money; for example, quality may affect the prospects for recycling and other environmental considerations.

A close connection to the field and user-centric approaches can be of paramount importance in many projects. The humanitarian actors along with private sector partners can more easily gain a shared understanding of needs and challenges – above all cocreate together with communities.

Here there is an enormous variation across projects. In many instances there can be many partners working on highly technical problems that are limited in scope. What humanitarian actors bring to the table is highly contextualized knowledge of protection and access along with the core humanitarian principles. Moreover, humanitarian actors often advocate for the needs of people affected by crises, which is another thing that can not be taken on by private sector actors. There have been occasional instances where private sector entities have expressed a desire to align their name with humanitarian efforts, causing some discomfort among aid organizations. However, this is not a widespread theme.

Private sector actors have been generally satisfied in their interactions with Innovation Norway. The overall impression is that HIP works flexibly and shows understanding of innovation projects and is interested in dialogue. This is in contrast to some experiences with UN organizations where work can move slowly and where there are impediments to working with the private sector. It is not uncommon to experience skepticism towards private sector actors by humanitarian organizations and also by donors. Some sources have reflected on an observable generational factor at play; namely, younger generations of humanitarians tend to be more open to and understanding of collaboration with the private sector.

Developing a new indicator tool for the program

The evaluation identifies opportunities for recalibrating and enhancing the program's indicators. The current indicator system relied in part on counting solutions and beneficiaries. In the approach piloted in this evaluation, we recommend adopting the dimensions of consolidated learning, comparative improvement, and uptake (adoption) as a framework for assessing impact. Collectively, these dimensions offer a comprehensive narrative of impact, moving beyond mere quantification of developed solutions.

Our approach envisions treating these dimensions as scales or gradations, employing a scoring system to evaluate the impact of projects funded by the program. This impact assessment approach has been piloted in this evaluation, utilizing a survey that provided insights into 31 of the 39 accessible projects. This scoring relies primarily on the self-assessment of lead focal points for each project.

Any reporting mechanism based on self-assessment will bear risk of bias. As a mitigating measure, there could be a post-reporting audit function built into HIP. This sampling mechanism would select projects that would be required to provide evidence to validate their scores.

Summing up, the indicator tool developed and piloted in the course of this evaluation assignment has three main components:

- Criteria for indicator development which lay out important considerations and principles for the program;
- Survey tools which includes the operationalization of the three impact indicators (along with other salient questions);
- Indicator menu at outcome level for the projects. These include parts of the program's current indicator set, with some added indicators. These are to be agreed upon in the project results frameworks based on relevance.

Recommendations

Recommendations are made on how the program should take this further in the near future. A brief reasoning and justification for each recommendation are provided.

Strategic alignment and monitoring & evaluation

1. *HIP should review its strategic goals and develop a set of intermediate outcomes that are linked to the impact approach proposed in the evaluation (consolidated learning, comparative improvement, uptake).*

As a program that has a solid purpose but lacks explicit guidance on how to operationalize it, HIP should consider revising and updating the program document to become a full-fledged strategy. In doing so, the program will need intermediate outcomes to close the identified gap between the overall goal and purpose set by the NMFA and the funded activities and outputs. It is also possible for HIP to merely craft intermediate goals *in lieu* of revising a full strategy document.

2. *HIP should review and refine the survey tool used to measure the three dimensions of impact.*

The impact assessment approach trialed in this evaluation requires additional refinement and development for it to be fully integrated into the program. The qualitative aspects of the indicators, along with the potential of the scoring system, warrant further exploration. A critical decision point lies in determining the optimal timing for distributing surveys. Should HIP survey all ongoing projects, or only those that have concluded? Each option provides unique insights and information, and both are compatible with the proposed approach.

The option of surveying all ongoing projects can provide real-time feedback and allow for immediate course correction, while surveying only completed projects can offer a comprehensive post-completion analysis.

3. *HIP should consider an “audit” function to validate survey results, as they are self-assessment.*

The potential for bias in self-assessment can be reduced by implementing an audit function. This could involve a random or targeted selection of respondents who will then be asked to elaborate and provide justifications for their scores. The audit function should be designed to facilitate probing inquiries about the achievements of the selected projects. This not only ensures the accuracy and integrity of the self-assessment scores but also provides deeper insights into project outcomes.

Alternatively, all lead and partner organizations and businesses involved in a project could jointly score the impact dimensions, reducing the risk of bias through an intersubjective approach.

4. *During the contract negotiation process, HIP should agree with the grantees on which indicators to report on and incorporate this clause in the contract.*

During the contract negotiation process, HIP should agree with the grantees on the specific indicators that the projects must report on. The indicators can be a combination of project outcome indicators suggested in this evaluation and other indicators suited for the project. It is important that the indicators not only focus on the processes and outputs, but also include

outcome measurements. This agreement should then be incorporated as a clause in the contract to ensure that all parties are aware of the reporting obligations

5. *HIP should consider implementing minimal reporting on impact a year or two after the conclusion of scaling projects.*

The conclusion of a scaling project does not necessarily signify the termination of scaling an innovation. In fact, it can often represent merely the onset of broader scaling endeavors. Given that innovation projects may lack defined end-points, it's important to view them as continuous, evolving processes rather than finite tasks. Consequently, HIP should consider implementing a supplementary, light-touch reporting system a year or two after project completion. This would allow for the assessment of the innovation's impact and the project's sustainability.

Internal and external collaboration

6. *HIP should explore the untapped potential in collaborating with and drawing on the knowledge and competencies within IN.*

HIP as a program is placed in the "Special Assignments" department of IN and, as such, it stands out in terms of its subject matter and purpose. Our overall impression is that IN as the 'institutional home' for HIP is significant. The institutional culture of IN is attuned to the values generally sought after in the private sector, such as lean and agile structures. This should be advantageous for a program like HIP, which seeks to splice humanitarian and private sector actors. However, there are few signs that the program is immersed with other programs in IN or systematically using or benefitting from the IN apparatus overseas. While we find that IN 'suits' HIP, we pose the question whether there is untapped potential in how the program can benefit from IN's resources and position in the government apparatus in Norway.

7. *HIP should reach private sector actors, highlighting the humanitarian sector as a potential market of interest for venture capital.*

Despite its unique purpose and position, judging from interview data, HIP may not be widely known among actors in the private sector. Reaching out to the right private sector actors, and highlighting the humanitarian sector as a potential market of interest for venture capital may be an area where IN's position and standing could benefit the program.

8. *HIP should have more strategic dialogue with the NMFA and a closer relationship with NORAD.*

The program's contact with its financing owner, the NMFA, is periodical and mainly centered on the operational aspects of running the program. The contact with NORAD, the Norwegian Agency for International Development Cooperation, has been less frequent. Our impression is that the program has had few interlocutors on a strategic level with the governmental institutions. However, in the context of recent developments, with most of the NMFA's humanitarian portfolio being moved out of NMFA, it would be beneficial for HIP to have a closer relationship and dialogue with NORAD. Additionally, the NMFA should strive to become a more strategic interlocutor for HIP than has been the case until now.

9. *HIP should consider providing additional support to its grantees:*

- a. Enhanced networking support: facilitating linkages with other partners and

- potential donors, and fostering continuity for ongoing initiatives.
- b. Legal support, particularly in navigating intellectual property (IP) concerns at the project's onset.

The level of satisfaction with the support provided by IN to its grantees throughout both the application and implementation stages is impressively high. Nevertheless, open-ended survey responses and interviews suggest that the grantees have an appetite for additional support – one not falling squarely within a donor mandate, but that aligns well with the value added already provided by IN, such as organizing workshops and developing various tools. This additional support can be summed up and networking support and legal support.

1. Introduction

About HIP Norway

Established in 2018 and administered by Innovation Norway, HIP Norway responds to needs identified by humanitarian actors, with the goal of creating more effective, smarter, more sustainable and cost-efficient solutions for challenges in the humanitarian sector. The program facilitates and funds innovation processes and partnerships between Norwegian humanitarian organizations/UN agencies and the private sector. Since its establishment until mid-2023, HIP Norway has supported 42 projects.

The program is anchored in the humanitarian strategy of the Norwegian Ministry of Foreign Affairs (NMFA), which also provides the funding for the program. The program's strategic goals are clearly defined in the 'Ordningsreglementet', the governing document that outlines the framework of the program, issued by the NMFA. The three goals are articulated as follows:

- Lives are saved, suffering alleviated, and human dignity upheld in humanitarian crises.
- People in need have received necessary protection and assistance in line with humanitarian principles.
- Humanitarian innovation is strengthened by developing and scaling innovative solutions for smarter, better, more sustainable, and cost-effective humanitarian aid.

HIP Norway seeks to ensure that private sector companies become relevant partners for humanitarian organizations, thereby ensuring that the best technical expertise and solutions are utilized to assist those affected by crisis and conflict. The program is based on procedures for innovation partnerships, combining development and the possibility of procurement into one single contract. Norwegian non-governmental organizations and UN organizations with a humanitarian mandate are eligible to apply for the Humanitarian Innovation Programme, as well as consortia of multiple humanitarian organizations in which at least one organization represents the aforementioned categories.

HIP's thematic areas

The following thematic areas are prioritized in the program:

- *Green Response* – Efforts by humanitarian organizations to use more sustainable and environmentally friendly solutions in humanitarian aid, as well as to reduce the negative environmental impacts of humanitarian crises and aid.
- *Protection* – Efforts by humanitarian organizations aimed at protecting people from violence, abuse, and violations of international law that occur in and because of humanitarian crises.
- *Health and Sanitation Solutions* – Efforts by humanitarian organizations to ensure life-saving and basic health services and to provide facilities and services for maintaining hygienic conditions and safe disposal of human waste.

- *Innovative Financing (previously Cash)* – Refers to a range of unconventional mechanisms to raise additional funds for humanitarian and development assistance through innovations.

HIP Norway is divided into two grant schemes, an *Innovation Lab* (InnoLab) and a *Scaling Program*. The Innovation Lab finances idea clarification, market dialogue, concept development, and piloting. Grant sizes can vary from 4 to 8 million Norwegian kroner (NOK) per project. The Scaling Program finances a two-year scaling process, with funding between 2 and 10 million NOK per project.

Evaluation approach and questions

This evaluation has both summative and formative aspects. In OECD-DAC terminology, the summative aspect of the evaluation looks at the *effectiveness* and *efficiency* of both the program level and project level of HIP Norway. At the program level, we assess the overarching (strategic) goals of HIP Norway, as detailed above, and consider the extent to which the program successfully achieves these goals. At the project level, we examine individual innovation and scaling processes, assessing the results and impacts of the innovations on stakeholders across humanitarian and private sectors.

The formative aspect of the evaluation looks to add and improve tools for impact and result management, and builds on our findings and insights about the program's efficiency and effectiveness. We consider this part of the assignment to be of exploratory nature, and go beyond mere recommendations, to include concrete suggestions for impact and result management tools. This requires us to develop a common framework of understanding, in line with the strategic goals and intermediate outcomes of HIP.

Our approach to the evaluation, as well as the evaluation questions investigated as a part of this evaluation is summarized in table 1.

	SUMMATIVE		FORMATIVE
	Program level	Project level	Explorative
Effectiveness	What does the totality of the data material say about HIP's overall contribution to the overall goals? What characterizes the innovations in the program in general – are there patterns? Consider the scope of new innovations in the program and whether they are incremental or radical. Additionality: Is the grant a trigger for project realization? Is IN's grant a trigger for other types of funding? Is fresh, private capital being released into the projects, and how much? How can this work be strengthened?	What is achieved by the innovations that are developed and scaled? Do the innovations that are developed and scaled meet key humanitarian challenges? How many people have received help through the projects? Have people reached by the projects received qualitatively better help than they would have received otherwise, and if so in what way? Have they increased their resilience to natural disasters and other shocks? Are there changes in the innovation behavior of the actors involved in the projects and what are the effects of the innovation process for the actors involved?	Consider whether indicators can be improved so that one can better measure quantitative and qualitative effects at project and program level, including the effects on the target groups. Create a results management system for the projects: This should be linked to the program in a way that supports tracking the results at the project level and at the same time provides information about effects at program level. How can the program and project levels be better connected? How can the existing results chain of the program be improved?
Efficiency	Does Innovation Norway develop knowledge and tools that the stakeholders in the sector can use so that the private sector's expertise and capacity can be more easily used for humanitarian results? To what extent does IN contribute with knowledge development, project support, etc.? Have the actors involved in the program benefited from the tools developed by the HIP program (tools & resources)? Are there bottlenecks or challenges in collaboration? Do the funded organizations feel that the projects have a positive impact on the execution of their work, in what way, and what ripple effects have been created as a result of the projects? Does the way the program is organized support the achievement of its goals? Is the organization of the program cost-effective? How is the program's work divided between issuing tenders, processing applications, and following-up the organizations that receive grants?		

Table 1: Evaluation approach and questions

2. Methodology

The evaluation was performed by applying both quantitative and qualitative methods for data collection and analysis.

A case study of six selected projects was employed to evaluate HIP at the project level. The project selection was done in consultation with Innovation Norway and is summarized in table 2. The case selection seeks to cover the range of projects in HIP's portfolio, including Innovation Lab projects and scaling projects; projects managed by NGOs and UN organizations; and innovations within different thematic areas. The cases were investigated through both document studies and semi-structured interviews.

Case selection			
Project name	Organization	Innovation Lab/ Scaling	Thematic area
Rapid Analysis Tool for IED or ILM	NPA – Norwegian People's Aid (NGO)	Innovation Lab (2018-22)	Protection
Greening humanitarian response through recovery, repair and recycling of solar products in camps	IOM – International Organization for Migration (UN)	Innovation Lab (2019-23)	Green
Community Inclusion Currencies	Norwegian Red Cross (NGO)	Scaling (Kenya 2019-21; Cameroon 2022-23)	Cash
Scaling Digital Community Engagement in the COVID-19 response ¹	Norwegian Red Cross (NGO)	Scaling (2021-23)	Protection
Camp+ The world's first climate positive refugee camp	Care (NGO)	Innovation Lab (2018-21) & Scaling (2021-24)	Green
Giving back rights to more people through digital transformation	NRC – Norwegian Refugee Council (NGO)	Innovation Lab (2018-22)	Protection

Table 2: Case selection

¹ No final report was available for this project.

A document study of key documents related to HIP at a program level was conducted, including the regulatory framework for the program, an overview of the HIP portfolio of projects and of HIP applications. For all the projects in the case study selection projects applications, final reports as well as other available information about the projects online were also studied.

Semi-structured interviews were conducted with a range of stakeholders, at both project and program level. In total, 27 people were interviewed between October 10th and November 30th. The interview subjects represent different stakeholder groups, including humanitarian organizations, private sector partners, IN staff and other informants that in various roles and capacities have been involved in HIP (see table 3). The evaluation team faced some challenges with scheduling interviews given the short timeframe of the evaluation and key persons transitioning into new roles or being absent in the evaluation period, for instance due to temporary leave.

An interview guide was developed by the evaluation team, reviewed by Innovation Norway, and adjusted based on their feedback. The interview guide was designed as an extensive menu of questions that the evaluation team could tailor to each interview subject.

Interview data – informant groups			
Humanitarian organizations	Private companies	Other informants	Innovation Norway
14	4	5	3

Table 3: Informant groups

The input provided by humanitarian organizations and private companies was primarily directed towards the project level of the evaluation. Interviews revolved around the topics of the innovation itself and its effects, the partnership with the humanitarian organization/private sector partner, local engagement, including the principle of do-no-harm, scaling (when relevant) and the significance of HIP and its funding for the project. Other informants informed the program and its efficiency, giving particular attention to the structure and organization of the program. These informants were identified by Innovation Norway.

A comprehensive mapping survey was distributed to 39 projects within the portfolio as identified by IN.² The survey was directed to the project focal points, typically the project leader. In some cases, the project focal point oversaw and responded in regards to multiple projects. The survey remained open from October 27th to November 10th. We received a total of 28 responses representing 31 projects, resulting in 79% coverage. Three respondents offered consolidated feedback encompassing both the InnoLab and Scaling phases within the same project.

The survey consisted of 22 questions, five of which were open ended. The respondents were asked to provide their feedback on several dimensions: partnerships, role of Innovation Norway, innovation characteristics, financing, and impact.

² Excluding 16 projects that received HIP funding in 2023, 2 projects that were too early in implementation, and 1 project that never was started.

Out of the 28 responses received, 43% originated from projects managed by UN agencies, while 39% were from projects led by humanitarian NGOs. The remaining 18% corresponded to projects operated by organizations affiliated with the Red Cross movement, as depicted in the table 4.

Survey respondents		
NGOs	UN organizations	Red Cross
11	12	5

Table 4: Survey responses by organization type

A reference group was put together by Innovation Norway prior to the assignment to assist the evaluation team. Two meetings were arranged with the reference group. The purpose of the first meeting was to make final adjustments to the methodology and provide insights in the field of humanitarian innovation and the reference group's experience with HIP. The purpose of the second meeting was for the reference group to give concrete input on the suggested impact and project outcome indicators.

The assignment operated within a constrained resource and time frame, necessitating pragmatic decisions rooted in the accessibility of sources and data. These practical considerations have resulted in certain limitations within the scope of the assignment.

3. Strategic perspectives on HIP

This chapter analyzes the program's strategic goals and its indicator framework. It introduces a methodology for articulating impact and accomplishments in a way that effectively bridges program and project levels. We develop guiding principles and criteria essential for the further refinement of the indicator tool.

Furthermore, we delve into aspects of efficiency, offering insights into the operational methodologies and organizational characteristics of HIP. This evaluation draws upon external perspectives and observations to provide a comprehensive understanding of HIP's functionality and effectiveness.

3.1 Understanding strategy and impact in the context of HIP

In this chapter we engage with the following evaluation questions and considerations:

- How can the program and project levels be better connected?
- Consider whether indicators can be improved so that one can better measure quantitative and qualitative effects at project and program level, including the effects on the target groups.
- Create a results management system for the projects: This should be linked to the program in a way that supports tracking the results at the project level and at the same time provides information about effects at program level.

3.1.1 HIP's purpose and strategic goals

HIP's three strategic goals as anchored in 'Ordningsreglementet' (aka Regulations) are broad and partly indistinguishable from the broad sense of purpose that underpins all humanitarian action:

- Lives are saved, suffering alleviated, and human dignity upheld in humanitarian crises.
- People in need have received necessary protection and assistance in line with humanitarian principles.
- Humanitarian innovation is strengthened by developing and scaling innovative solutions for smarter, better, more sustainable, and cost-effective humanitarian aid.

Beyond the formal document that governs the program, HIP has little guidance on how to understand the impact of its activities and outputs. Therefore HIP might be said to have purpose but lack the more intermediate outcomes. In a results chain, which delineates the sequence of steps leading from activities to desired outcomes, the observation that a program has only overarching goals and purpose suggests that the program lacks measurable intermediate outcomes that serve as milestones towards achieving that vision.

We propose that HIP would benefit from adopting a strategy that articulates, at the very least, the anticipated medium-term outcomes. Establishing such a strategic framework is essential as it forms a cornerstone for the subsequent development of Monitoring and Evaluation (M&E) mechanisms.

Previous evaluations of the program encompassed an analysis of the program's foundational

rationale and articulated the architecture of its operations. This encompassed an examination of the innovative procurement processes, delineating each procedural stage. Furthermore, these assessments included a comprehensive review of the program indicators. Subsequent to this, IN initiated the development of an indicator framework that aligns with the fundamental principles of program theory and results chains.

3.1.2 Assessment of current indicators

HIP's current set of indicators is listed in the program's governing document and are linked to the strategic goals stated above. They read as follows:

Current indicators	Main function
1. Number of new innovation partnerships established	Indicators tracking the progress through the InnoLab and Scaling programs.
2. Number of new solutions developed at the conceptual level	
3. Number of new solutions successfully proven after field pilot testing, achieving proof of concept	
4. Number of new solutions adopted by the humanitarian sector with direct impact on end-users; measurable by the number of end-users engaging with a new solution/product beyond the pilot phase, and/or end-users receiving more or qualitatively better aid through new solutions (measured qualitatively)	Indicators tracking aspects of scaling and impact.
5. Number of solutions contributing to smarter, better, more sustainable, and/or more cost-effective prevention and response; measurable by the number of end-users engaging with the solution or the reduction in organizational costs through the use of the new solution	
6. Number of solutions that have been scaled/spread in a humanitarian context	

Table 5: *Current indicators*

Our assessment suggests that the current suite of indicators may be (disproportionately) weighted towards monitoring the projects' advancement through the InnoLab and scaling phases, and the milestones within these. This approach might not adequately capture the

aspects and nuanced demands inherent in humanitarian innovation initiatives. Specifically we find that:

- Indicators 4 and 5 apply many qualifiers to fit the huge variety of innovation projects. This detracts from the usefulness of the indicators.
- Indicator 4 addresses the uptake of innovations, but speaks of impact on end-users. The language here does not sufficiently clarify and differentiate between primary beneficiaries and end-users.
- Indicator 5 addresses the merits of the innovation and the uptake, but attempts to count both the number of solutions and the number of end-users, presumably the total number of affected people reached.
- Indicator 6 counts the number of solutions scaled with an underlying assumption that there is an end-point to be reached. HIP's portfolio shows that many projects in the scaling program are preparing to scale up and the scaling tool in HIP's tools and resources rather underlines how scaling is an incremental process of persuasion and diffusion, and above all a perspective that should be factored into an innovation project from the outset. In this sense the current indicators seem to be out of sync with the development of the program's tools & resources.

Lastly, none of the indicators speak to aspects that are otherwise held in high regard in HIP, such as learning and behavioral change resulting from innovation activities in the participating humanitarian organizations.

We recommend that the indicators undergo a thorough recalibration to achieve a more balanced measurement approach that more comprehensively captures the complex dimensions of humanitarian innovation projects. To facilitate this, it is imperative to establish a clear understanding of the essence of what constitutes impact, accompanied by a set of guiding principles and considerations that the indicators should adhere to.

3.1.3 Framework for results measurement

Humanitarian crises often occur in volatile, diverse, and rapidly changing environments. These dynamic settings make it challenging to establish baseline data for comparison. Inconsistent access to beneficiaries and fluctuating conditions can hinder the ability to measure progress and assess the impact of innovations accurately.

Data collection in humanitarian settings can be arduous. Security concerns, resource limitations, and geographical barriers can impede data gathering efforts. In conflict zones or remote regions, reaching and surveying beneficiaries may be difficult, leading to data gaps and potential biases. To address this challenge, innovative data collection techniques, such as mobile surveys and remote sensing, can be used. Collaborating with local organizations and communities can also help improve data access and reliability.

Humanitarian innovation projects often aim to address immediate needs while laying the groundwork for long-term improvements. Measuring the long-term impact of these innovations can be challenging as the effects may not become apparent until years later. Balancing

short-term outcomes with a forward-looking perspective requires the development of a monitoring and evaluation framework that captures both immediate and sustained impacts. It may necessitate introducing a requirement for projects in the Scaling sub-program to conduct an internal or external evaluation several years post project completion.

3.1.4 Measurement vis-a-vis strategy

Any measurement conducted within a program must be in direct relation to a well-defined strategy. Without a clear strategy, measurement becomes an aimless exercise that provides little actionable insight. Therefore, the first fundamental principle is that strategy and measurement must go hand in hand. A program's strategy should outline the desired impact succinctly and without contradiction. Too many or conflicting goals can lead to confusion and ineffective measurement. Clarity and conciseness in defining program goals are paramount.

When working within a program, there are two distinct sets of metrics that one can use to measure results. The first set comprises metrics about the beneficiaries collected through individual projects. These metrics should be aggregable to the extent possible, but their main purpose is to provide quantifiable insights into the effects of each project. The second set involves program-level metrics that offer a broader perspective on the nature and success of the projects, providing a comprehensive view of the entire portfolio.

It's important to note that project level metrics may differ for InnoLab projects and Scaling projects due to their distinct starting and endpoints. InnoLab projects, often in the experimental phase, are not able to collect extensive impact data from affected populations on a large scale. Instead, they typically rely on piloting to gather initial insights. Scaling projects, on the other hand, can collect data from affected populations on a larger scale and over time, allowing for more comprehensive documentation of impact. Understanding these differences is crucial when designing measurement strategies for different types of projects within a program.

Results frameworks

To effectively collect data from the projects, each project within the program should have a (simple) results framework that aligns with the program's strategy. This framework ensures that the project's goals are consistent with the overarching program goals, facilitating coherent measurement. Additionally, each project should institute a robust Monitoring and Evaluation (M&E) system, led by staff at recipient institutions. This system will ensure the collection of accurate and relevant data necessary for assessing project success.

A review of the project-level results frameworks (not available for all projects) reveals a mixed picture of the quality of indicators. Of the 30 projects that have submitted their results framework, 14 do not have indicators at the outcome/impact level and merely present indicators for outputs and activities. While activity and output indicators are necessary and important tools for project management, projects are unable to assess the success of the innovation without indicators measuring medium and long-term effects (outcome and impact indicators).

In conclusion, effective measurement within a program is a multidimensional endeavor that requires strategic alignment, clear goal definition, and the use of both project level and program level metrics. The relationship between strategy and measurement should be symbiotic, ensuring that every data point collected serves a purpose in advancing the program's goals. Additionally,

understanding the nuances between InnoLab and Scaling projects is essential for tailored measurement strategies. Finally, programs should strive for a balanced approach that captures both high-level portfolio performance and the tangible effects on affected populations. By embracing these principles, HIP can enhance its ability to assess the true value and effectiveness of its initiatives and drive positive change in its target communities.

3.1.5 Principles and considerations for understanding impact and developing indicators

Based on the discussion of insights and findings above, we propose a set of principles and considerations for conceptualizing a frame for impact and subsequently developing an indicator tool. These are tailored to suit HIP as an innovation program.

Principles	Elaborating remarks / justification
Indicators should have a link to the HIP-strategy	This connection ensures that the framework remains cohesive with the strategic goals and direction of the program. Additionally, this linkage bolsters accountability, as it provides a pathway to demonstrate how the innovation program's goals directly contribute to and fulfill the larger strategic vision of the organization.
Consider the nature of humanitarian innovation projects and subtleties of innovation processes – learning is especially important, the projects are iterative	The essence of humanitarian innovation projects lies in their iterative nature. As these projects navigate complex and dynamic humanitarian landscapes, they often involve iterative cycles of development, refinement, and adaptation. Each phase brings forth invaluable insights and lessons. This learning is not merely a byproduct but a cornerstone of progress, allowing teams to evolve strategies, refine approaches, and pivot where necessary.
Retain an overall balance between beneficiary metrics and program-level metrics, bridging project and program levels	Maintaining equilibrium between beneficiary metrics and program-level metrics while establishing connections between project and program levels is essential for a comprehensive indicator framework. Beneficiary metrics offer a granular understanding of project outcomes. Concurrently, program-level metrics provide a broader, programmatic perspective, capturing the cumulative effects and systemic changes across multiple projects. Bridging the gap between project-level beneficiary metrics and program-level metrics facilitates the assessment of both the depth and breadth of results.

Align with a defined understanding of what projects are accountable for – what data the program needs to collect	As such to be seen as legitimate and sensible demands from the donor – not contradicting IN's standing as a supportive, constructive and flexible donor. Indicators are reasonable in terms of what any capable humanitarian would be expected to have equipped projects with.
Apply SMART criteria	Referring to the standard SMART criteria presents a structured approach to reporting on results. SMART criteria—specific, measurable, achievable, relevant, and time-bound—serve as a guiding framework. By adhering to these criteria, the indicators become specific in outlining what needs to be achieved, measurable to quantitatively evaluate progress, achievable within the program's scope, relevant to the intended outcomes, and time-bound to track progress over designated periods.

Table 6: Principles and considerations for indicators

3.1.5 Introducing an approach to measuring impact

Keeping in mind the indicator criteria and the findings from the above discussions, and applying the approach suggested by [ALNAP](#) and [Elrha](#) ([More than just luck: Innovation in humanitarian action](#), 2016), we propose that HIP conceptualize impact as three interlinked dimensions: consolidated learning, comparative improvement, and uptake. We suggest that HIP adopts intermediate outcomes that correspond to these three dimensions. The wording on intermediate outcomes below is merely illustrative, and meant to provide a direction.

Impact dimension	Tentative intermediate outcomes
Consolidated Learning: The score represents the depth of knowledge integration and learning within the organization during the project (and possibly contributions to thematic field and the community of practitioners within a thematic field).	Knowledge about innovation work in the humanitarian sector has been strengthened. ³ The sector is better equipped to work with innovative projects and partnerships.
Comparative Improvement: The score indicates the merits of the innovation – the degree of improvements in effectiveness, efficiency, and quality compared to existing methods.	Innovations' merits have proven to be significant contributions to the toolbox of humanitarian action.
Uptake: The score reflects the diffusion and extent to which the innovation is taken to	The uptake of innovations funded by HIP are widespread and make up a contribution to

³ HIP has proven to be a driving force in fostering innovation culture in humanitarian organizations, and a strong impulse to leveraging private sector expertise and capabilities.

scale, used by others, and its impact on people, sectors and markets.

better humanitarian action at the systemic level.

Table 7: *Innovation impact dimensions*

We propose viewing the three dimensions as ladders or scales, providing a framework for evaluating innovation projects. These dimensions have been operationalized as indicators and piloted in a survey to all HIP-funded projects (see chapter 4). As indicators, they traverse the thinking of HIP being two separate entities of InnoLab and Scaling. Consolidated Learning remains relevant throughout any phase of a project. Comparative Improvement is relevant not only in the InnoLab, but might very well also be important in the Scaling programme because projects frequently need to modify the innovation in order to diffuse and reinforce uptake. Uptake itself is also occurring in the InnoLab when innovations are piloted. With this framing we can see impact as something that *emerges* over time.

Depending on the breadth of application of the three impact indicators within the HIP's portfolio, it's anticipated that their relevance will grow as projects advance. 'Consolidated Learning' will be pertinent from the Innovation Lab stage. 'Comparative Improvement' will become mostly relevant once the project develops an innovative solution. Finally, 'Uptake' will gain relevance after a project has achieved proof of concept.

3.2 Assessment of Program Efficiency

Part 3.2 of this chapter engages with questions of efficiency in the program context. We draw on interview data and survey data to engage with the following evaluation questions:

- Does Innovation Norway develop knowledge and tools that the stakeholders in the sector can use so that the private sector's expertise and capacity can be more easily used for humanitarian results? To what extent does IN contribute with knowledge development, project support, etc.?
- Have the actors involved in the program benefited from the tools developed by the HIP program (tools & resources)?
- Are there bottlenecks or challenges in collaboration? Do the funded organizations feel that the projects have a positive impact on the execution of their work, in what way, and what ripple effects have been created as a result of the projects?
- Does the way the program is organized support the achievement of its goals? Is the organization of the program cost-effective? How is the program's work divided between issuing calls for proposals, processing applications, and following-up the organizations that receive grants?

Given the fact that HIP is a team of limited size, the scope of efficiency is here defined more as issues of organization and way of working and relating to other actors. At its core, efficiency is the relation between input and output, including organizational features of the program. However, the assignment is not meant to review costs in terms of salaries and administrative support. Our main focus is therefore on the program as a structure that provides outputs in terms of funding,

advice, tools and resources which are in essence knowledge generating and facilitative. As such, HIP does this through a two-pronged structure that has had 2-2.5 person-years dedicated to it during the time period in question, intermittently drawing on administrative support from Innovation Norway's organization as well as external consultants. In terms of human resources, HIP is a fraction of what other innovation funds and innovation units have at their disposal. This is to be taken into account when discussing HIP's challenges and opportunities.

3.2.2 The development of HIP's structure and way of working

Innovation Norway has a special mandate in tending to Norwegian small and medium sized businesses along with a wide apparatus abroad. HIP as a program is placed in the "Special Assignments" department and as such it stands out in terms of its subject matter and purpose. Our overall impression is that IN as the 'institutional home' for HIP is significant. The institutional culture of IN is attuned to values generally sought after in the private sector, such as lean and agile structures. This should be advantageous for a program like HIP, which seeks to splice humanitarian and private sector actors. However, there are few signs that the program is immersed with other programs in IN or systematically using or benefitting from the IN apparatus overseas. While we find that IN 'suits' HIP, and even though HIP is a small program compared to many others run by IN, we pose the question whether there is untapped potential in how the program can benefit from IN's resources and position in the government apparatus. Despite its unique purpose and position, judging from interview data, HIP may not be widely known among actors in the private sector. Reaching out to the right private sector actors, and highlighting the humanitarian sector as a potential market of interest for venture capital may be an area where IN's position and standing could benefit the program.

Changes to HIP over time

The evolution of HIP may be seen as a journey with gradual and careful adjustments. The two-pronged structure of dividing HIP into a Lab has remained unchanged, while other elements and foci have shifted. The first couple of years of HIP was a pilot-phase, which one source likened to "a start-up where everyone does everything." At that stage, HIP was anchored in a program document that was more substantial in its discussions of the program's ambitions and context. The program document was since replaced by the current governing document ('Ordningsreglement' discussed in the previous chapters), which is a slimmer and simpler document. In this regard, the program's governing structure is similar to that of other government funding schemes in the sense that they often have minimal directions. As discussed in previous chapters, there is something akin to a void in the program's structure, in the form of intermediary outcomes.

The program's contact with its financing owner, the NMFA, is periodical, but the contact with NORAD, the Norwegian Agency for International Development Cooperation, has been less frequent. Our impression is that the program has had few interlocutors on a strategic level with the governmental institutions. This may be connected to the program's modest size. However, in the context of recent developments, with most of the NMFA's humanitarian portfolio being moved out of the ministry, it would be beneficial for HIP to have a closer relationship and dialogue with NORAD and possibly also with the NMFA.

Since its inception and pilot phase, HIP has increasingly taken on the characteristics of a program with a wide range of projects running on different trajectories. The program added

Health and sanitation to its thematic range and also expanded to work on innovative financing. There are three categories that can be said to make up the lion's share of work within HIP:

- the calls for proposals and subsequent handling of applications and disbursement of funds;
- the development of tools and resources, planning of webinars and gatherings; and,
- follow-up of running projects in terms of advice and support.

On top of this comes the work of further developing the program itself based on the observations of global trends, participation in seminars and the feedback from projects. An important part of the program development recently has been helping projects find business models that help find the route to scale more easily.

This touches on a need that is evident across actors in the interview data, namely that humanitarian organizations sometimes lack insight and competence on important aspects of what it means to innovate and scale innovations. Perspectives on scaling are oftentimes left out of the Innolab process and surface too late in the process. The resources available to address this need are quite limited. With this backdrop, HIP has in the later period put in place a planning stage in the scaling program, essentially to prepare projects for scaling their innovations.

3.2.1 HIP as a knowledge generating actor

With a high international standing, HIP holds a prominent position in discussions with major international donors. Often hailed as a dream donor, HIP's operational model thrives due to its minimal demands, high flexibility, and limited reporting requirements, making it a highly sought-after collaborator.

IN serves as a beacon of best practices, viewing innovation as a fluid process that allows for exploration and adaptability. The program seems to have established a solid foundation, identifying and focusing on core elements that drive its success. By maintaining proximity to learning purposes while granting ownership to participating organizations, HIP facilitates good innovation processes.

HIP has developed a number of web based tools and resources for humanitarian organizations seeking to innovate in partnerships with the private sector. These resources are divided into four categories: tools on innovative procurement; tools for scaling innovations; tools for business models & IP; and communication tools. According to the data from the online survey, the projects have used these tools extensively, though the extent of use varied among the tools, with tools on innovative procurement and tools for scaling being the most used.

Based on the results of the online survey, the average extent to which the respondents used the tools and resources provided by Innovation Norway was a relatively high, 7.43 on a scale of 1-10 where 1 represents "not at all" and 10 represents "to a considerable extent", while the average extent to which the respondents had participated in workshops organized by IN stood was higher, at 7.96.

Tools/resources used and workshop participation	
Degree of tools and resources used	Degree of participation in workshops
7.46	7.96

Table 8: Tools/resources used and workshop participation, N=28

When queried about which tools and resources provided by IN that they had used, respondents were given the flexibility to select multiple options. Sixty-four percent (64%) of project focal points highlighted their use of tools for innovation-friendly procurement and tools for scaling, 43% acknowledged using tools related to business model and intellectual property, while only 18% indicated the use of communication tools.

Use of tools developed by Innovation Norway (% of projects)			
Tools for innovative procurement	Tools for scaling	Tools for business models and IP	Tools for communication
64%	64%	43%	18%

Table 9: Use of tools developed by Innovation Norway (% of projects), N=28

The survey also affirms HIP Norway's status as a model donor, with respondents giving IN a satisfaction rating of 8.33 during the application stage and 8.46 during the project implementation stage on a scale from 1 to 10.

Satisfaction with support provided by Innovation Norway (1-10)	
During the application process	During project implementation
8.33	8.46

Table 10: Satisfaction with support provided by Innovation Norway (1-10), N=28

3.2.3 HIP as a collaborating actor

The collective sentiment among interviewees regarding IN as a donor echoes praise for its flexibility, engagement, and proactive support in fostering innovation. Both survey feedback and interviews paint a consistent picture of IN as a vital enabler of innovative initiatives.

There is a recognition that IN's funding is not just about supporting innovation projects but about cultivating an entire innovative sector. It is seen as a vehicle for nurturing an innovation culture within organizations, a crucial aspect that often determines the success of innovative endeavors.

Innovation Norway emerges from survey comments as a donor highly praised for its flexibility and support, which have significantly boosted project success. Recipients deeply appreciate IN's

adaptable approach, seen as a driving force behind the accomplishments of ambitious initiatives. However, they note challenges in fully embracing IN's flexible methods due to entrenched organizational procedures, slowing down the wider adoption of this agile approach.

Amidst the gratitude for IN's support, there's a call for longer project durations, especially for initiatives targeting behavioral changes in rural communities. Despite shorter timelines, these projects excel in fostering new relationships and attracting additional funding, showcasing IN's ability to make a difference as a donor. IN is also recognized for its adeptness in handling delicate partnership dynamics, particularly with the private sector, demonstrating a thoughtful approach in nurturing successful collaborations.

Survey feedback indicates some additional areas where respondents wish IN could offer support beyond its current scope. First and foremost is the desire for enhanced networking support, emphasizing the value of connections and collaborations. This includes facilitating linkages with other partners and potential donors, fostering continuity for ongoing programs and initiatives.

Another highlighted need is legal support, particularly in navigating intellectual property (IP) concerns at the project's onset. This suggests a desire for IN to provide guidance and resources to clarify IP issues, ensuring that projects can navigate legal aspects effectively from their inception, potentially streamlining processes and reducing uncertainty.

4. Assessing program-level effectiveness

In this chapter we answer evaluation questions pertaining to the program level, namely:

- What characterizes the innovations in the program in general? Are they incremental or radical?
- What does the totality of the data material say about HIP's effectiveness?
- Is the grant a trigger for project realization? Is IN's grant a trigger for other types of funding? Is fresh, private capital being released into the projects, and how much?

We begin addressing these questions by conducting a comprehensive descriptive analysis of HIP's entire project portfolio, focusing on the distinct characteristics. This analysis is further enriched by an in-depth exploration of their specific attributes and accomplishments, utilizing survey data.

4.1 Patterns of innovation and impact

4.2.1 Describing the program portfolio

Since its inception, HIP Norway has supported 58 projects with developing and scaling innovative solutions. Table 11 provides an overview of the number of applications received by year, along with the total number of projects that were accepted to the program and the amount granted. In total, 58 out of 373 (15.5%) applications have been granted since 2018.

	Applications received and granted, per year						
	2018	2019	2020	2021	2022	2023	Total
Received	50	41	51	51	86	94	374
Granted (%)	8 (16%)	7 (17%)	8 (16%)	10 (20%)	9 (10%)	16 (17%)	58 (15.5%)

Table 11: Applications received and granted, per year

Table 11 showcases the amounts applied for and granted per year. In total, 326 million NOK has been granted to 58 projects over the period of 2018-2023, out of the total 2 043.4 mill NOK applied for by 374 applicants in the same period.

	Amounts requested and granted (approved), per year						
	2018	2019	2020	2021	2022	2023	Total
Received (in NOK)	186 mill.	206 mill.	300.3 mill.	295 mill.	483.2 mill.	573.9 mill.	2 043.4 mill.
Granted (in NOK, %)	25.5 mill. (14%)	40.6 mill. (20%)	52 mill. (17%)	53.5 mill. (18%)	53.8 mill. (11%)	100.6 mill. (18%)	326 mill. (31%)

Table 12: Amounts requested and granted (approved), per year

As mentioned above, HIP consists of two grant schemes. Out of the total 58 projects receiving funding from HIP in the period 2018-2022, 38 projects are part of the Innovation Lab while 20 projects are part of the scaling component. Table 13 gives an overview of how many projects are completed within and ongoing within each of the two program components. In total, 20 projects are completed, while 38 are still active/ongoing.

Project implementation status by grant scheme			
Innovation Lab		Scaling	
Ongoing	Completed	Ongoing	Completed
24	14	14	6

Table 13: Project implementation status by grant scheme

Furthermore, the projects can be grouped by thematic areas. HIP operates with five main thematic areas or sectors for innovation. With the caveat that a single project might contribute to two thematic areas, the distribution of the projects by thematic category is as follows:

Projects by thematic area				
Cash	Green	Health	Innovative finance	Protection
10	25*	10**	9	18

* 8 of which are green response projects.

** Two of which are health and sanitation.

Table 14: Projects by thematic area

Within the **cash theme** of ten projects, three projects are exclusively labeled as cash projects, while six are considered cash and protection projects, and one project combines cash and health. The **innovative finance theme** includes nine projects of which five are exclusively innovative finance projects, while two combine innovative finance with green response and additional two combine innovative finance with health and sanitation.⁴ The 25 projects within the

⁴ Innovative financing is a more recent label for what used to be labeled “cash”. When discussing the impact of projects per thematic category (in 4.2.3), the two themes are merged into one.

green thematic area include 15 projects that are exclusively labeled as green projects, five exclusively green response projects, three projects combine green response with innovative finance or protection, and two projects combine green and protection. Out of the ten projects within the **health theme**, seven projects are exclusive health projects, while two projects combine health and sanitation with innovative finance and one combines health and cash. Finally, out of the total 18 projects within the **protection thematic area**, nine projects are exclusively protection projects, while six projects combine protection and cash, and three projects combine protection with green/green response.

In the survey, respondents were asked to indicate the **latest stage of innovation reached by the project**. The breakdown is as follows: 4% (1 respondent) indicated having only reached the ideation stage, another 4% identified partnership search, 36% (10 respondents) reported having reached the piloting and testing phase, 11% (3 respondents) indicated proof of concept, 4% specified R&D, 18% (5 respondents) said they had reached the scaling planning stage, and 25% (7 respondents) declared scaling rollout as their latest stage of innovation.

Latest stage of innovation reached (% of projects)						
Ideation	Partnership search	Piloting and testing	Proof of concept	R&D	Scaling planning	Scaling rollout
4%	4%	36%	11%	4%	18%	25%

Table 15: Latest stage of innovation reached; N=28

Regarding the characterization of the **degree of innovation**, the survey revealed that 64% of the respondents characterized the innovations within their projects as incremental, indicating a series of small enhancements or upgrades to existing products, services, processes, or methods. Conversely, 29% opted for radical innovation, representing an invention that disrupts or replaces an existing product, service, process, or method. Additionally, 7% expressed uncertainty about the classification.

Projects by degree of innovation (%)		
Incremental	Radical	No sure
64%	29%	7%

Table 16: Projects by degree of innovation; N=28

Respondents were prompted to categorize the **innovations** within their projects **based on type**, allowing for the selection of multiple options:

- **Product** innovation: Refers to alterations in the products or services offered by an organization.
- **Process** innovation: Involves changes in the methods through which products and services are developed or delivered.
- **Position** innovation: Focuses on changes in the framing and communication context of products or services.

- **Paradigm** innovation: Encompasses changes in the fundamental mental models that influence the organization's actions.

The prevailing type of innovation chosen by the respondents was product innovation, selected by 86% of the respondents. Following behind was process innovation, chosen by 61% of the respondents, paradigm innovation by 43%, and position innovation chosen by 25% if the respondents only.

Projects by type of innovation (%)			
Product	Process	Position	Paradigm
86%	61%	25%	43%

Table 17: Projects by type of innovation; N=28

4.2.2 Partnerships, funds leveraged, and beneficiaries

Based on the results of the online survey, the average satisfaction rating for project **partnerships** stood at 8.32 on a scale of 1 to 10, where 10 represented the highest level of satisfaction. A total of 67% of the completed projects said they sustained their partnerships post-project completion, whereas 93% of ongoing projects expressed their commitment to continuing these partnerships into the future.

Partnership continuation after project completion (or intent to) (%)	
Ongoing projects	Completed projects
93%	67%

Table 18: Partnership continuation after project completion; N=28

Based on respondent input, the **grant provided by Innovation Norway** played a pivotal role in getting their projects realized, receiving an average rating of 9.04 on a scale of 1 to 10. Moreover, approximately half of the respondents reported successfully leveraging IN funding to attract **additional financial support**, totaling 92 393 000 USD. The individual project amounts varied, ranging from 60 000 USD to 85 000 000 USD. The average amount leveraged was 7 million USD, but excluding the outlier (85 000 000 USD), the average stands at 616 000 USD. This supplementary funding, although not exclusively allocated within the projects, underscores the grant's impact in attracting substantial external investments for the solutions being developed or scaled.

Respondents were also asked to specify the **number of individuals affected by humanitarian crises who directly benefited** from the innovations developed within their projects—directly benefiting from the products or services provided to them. Out of the 28 respondents, 10 reported no identifiable beneficiaries. However, the remaining 18 respondents shared an impressive estimated reach, surpassing **3 200 000 beneficiaries** collectively. These estimations varied widely, ranging from 100 to 2 million individuals.

The data revealed a concentrated reach, with the top two projects accounting for a staggering 94% of the total beneficiaries — 2 016 000 and 1 000 000 beneficiaries respectively. The remaining projects have reached a total of 184 270 people, which gives an average of just over 7 000 people per project.

It's important to note that while the survey aimed to guide respondents in employing a consistent definition of a "beneficiary," there was a lack of quality control mechanisms in place to ensure uniformity in the estimation process. This variability in defining beneficiaries calls for caution when interpreting the results.

4.2.3 Impact

We have asked project focal points to assess the impact of their project across three distinct dimensions: consolidated learning, comparative improvement, and uptake. Each dimension could be assessed on a scale 0-10. The scale was subdivided into multiple tiers, each of which had additional descriptive information to help the respondent currently score their project.

Dimension	0 points	1-2 points	3-5 points	6-8 points	9-10 points
Consolidated learning	None	Basic	Moderate	Advanced	Exceptional
Comparative improvement	None	Minimal	Moderate	Significant	Exceptional
Uptake	None	Limited	Moderate	Significant	Exceptional

Table 19: Scoring grid for impact dimensions

Consolidated learning refers to the pooling of knowledge and insights from diverse sources or experiences into a unified understanding. This involves synthesizing information to create a more comprehensive body of knowledge. **Comparative improvement** refers to gauging outcomes in relation to existing standards or benchmarks, evaluating an innovation's advancement within its industry or field. **Uptake**, in the context of scaling, pertains to the adoption and integration of innovative solutions within a specific context or market.

For each of the dimensions, users were asked to provide a score of 0-10, with 5 categories within this span, each provided with descriptive qualitative metrics. The **average score for consolidated learning was 5.79**, positioning it in the mid-range of the continuum. **Comparative improvement** yielded a slightly higher **average score of 5.89**, indicating a moderate level of progress compared to existing standards or benchmarks. However, **uptake** scored notably lower, at **3.64**, signifying a lesser degree of adoption or acceptance of the innovations within their intended contexts or user bases.

Average impact dimension scores (0-10)

Consolidated learning	Comparative improvement	Uptake
5.79	5.89	3.64
lowest: 2, highest: 9	lowest: 0, highest: 10	lowest: 0, highest: 8

Table 20: Average impact dimension scores (0-10); N=28

No major differences emerge when comparing the values for consolidated learning or uptake for ongoing and completed projects. However, completed projects score significantly lower than ongoing projects on comparative improvement – 5.75 vs. 6.41, potentially indicating a certain level of optimism or high expectations fueling this assessment among ongoing projects, which diminishes once a project has been completed.

The survey's findings showcase moderate levels of consolidated learning and comparative improvement, signifying a decent synthesis of knowledge and a reasonable advancement compared to industry standards. However, the lower score on uptake may indicate challenges in the adoption or integration of these innovations into their intended environments.

This lower uptake score could potentially also reflect the fact that many projects might not have reached the scaling rollout stage yet. As innovations progress through different stages, their uptake often follows a trajectory, starting with initial development and gradually gaining momentum as they move towards wider implementation. If most projects are still in earlier stages, such as piloting or testing, lower uptake scores might be anticipated as these innovations haven't yet reached their full deployment or integration phase.

Therefore, while the initial stages of innovation might show promising signs of learning and improvement, the lower uptake score might be a natural consequence of the innovation life cycle rather than indicative of inherent issues with the innovations themselves.

It is crucial to note that the scoring was conducted by project focal points in the projects and hasn't undergone independent verification to confirm its accuracy as a true reflection of the reality.

The bubble charts presented below visually illustrate the levels of impact of the surveyed projects. The dimensions of consolidated learning and comparative improvement are plotted along the x and y axes respectively. The **level of uptake** → **is symbolized by the varying sizes of the bubbles** in the chart – the bigger the size of the bubble, the higher the level of uptake.



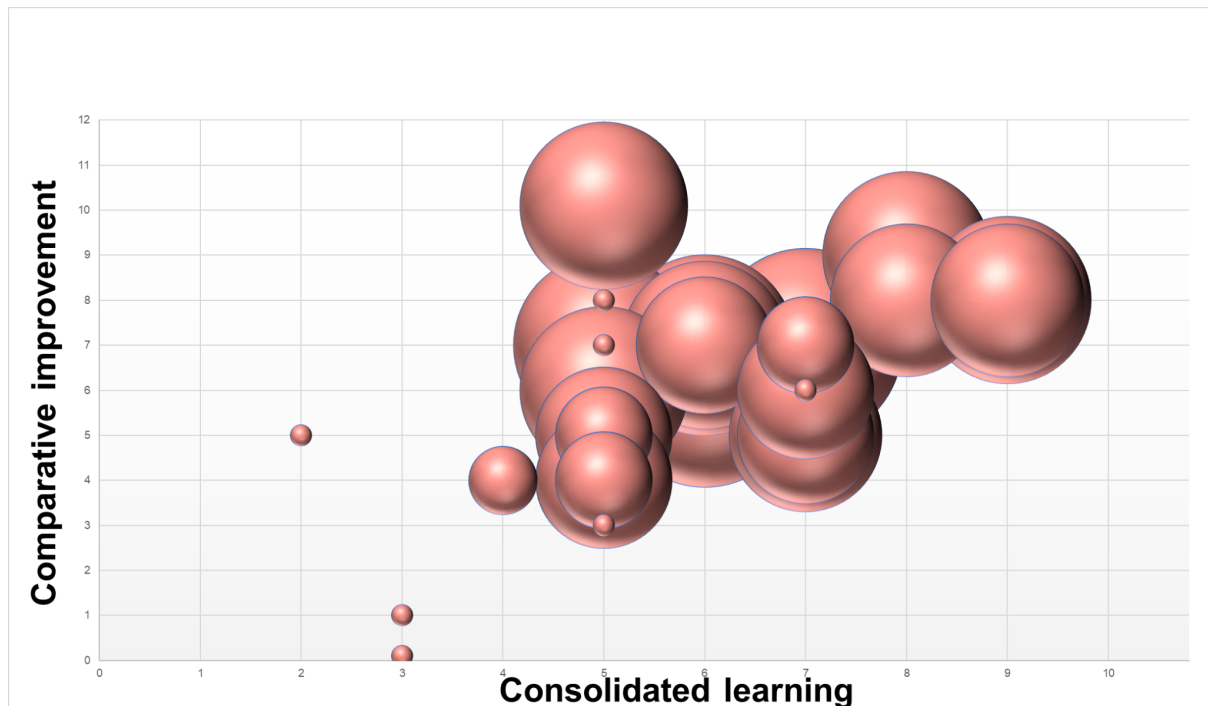


Figure 1: Distribution of projects along the three dimensions of impact; N=28.
The smallest bubble size signifies uptake score of 0 (no uptake), while the biggest bubble size signifies uptake score of 8 (significant).

As previously mentioned, HIP finances projects covering one or more of the following thematic areas:

- Green Response
- Protection
- Health and Sanitation Solutions
- Innovative Financing

We can examine the three dimensions of impact among these areas, with the caveat that a single project might contribute to 2 thematic areas, influencing the different categories' averages multiple times.

The table below shows the average scores on the three dimensions of impact for each thematic category:

	Consolidated learning	Comparative improvement	Uptake
Green	5.75	6.08	2.83
Health	5.75	5.25	5
Innovative finance	5.3	5	2.9
Protection	6	7	4

Figure 2: Impact scores by thematic area (0-10); N=28

While learning outcomes seem relatively steady, the uptake and comparative improvement display greater fluctuations among the categories.

Across the thematic areas, the average scores for **consolidated learning** ranged from 5.3 to 6 (0.7 points), indicating a moderate yet consistent level of learning outcomes across evaluated projects. The scores for **comparative improvement** displayed moderate variance (2 points), **between 5 and 7**, suggesting varying degrees of improvement achieved by projects across the thematic areas. For the **uptake** dimension, scores varied the most (2.17 points), **spanning from 2.83 to 5**. This variability suggests moderately differing levels of uptake of project interventions across different thematic areas.

Visuals displaying the impact distribution of projects within each thematic category are shown below.

Thematic area: Green

The 12 projects falling into this category score between 2 and 8 on consolidated learning. However scores of 2 and 8 are clear outliers, while the majority of projects fall within the 5-7 span. The span on comparative improvement is between 4 and 9, where 4, 8, and 9 represent outliers. The score span is even bigger when it comes to uptake, between 0 and 7, with a total of 4 projects scoring 0 on this dimension.

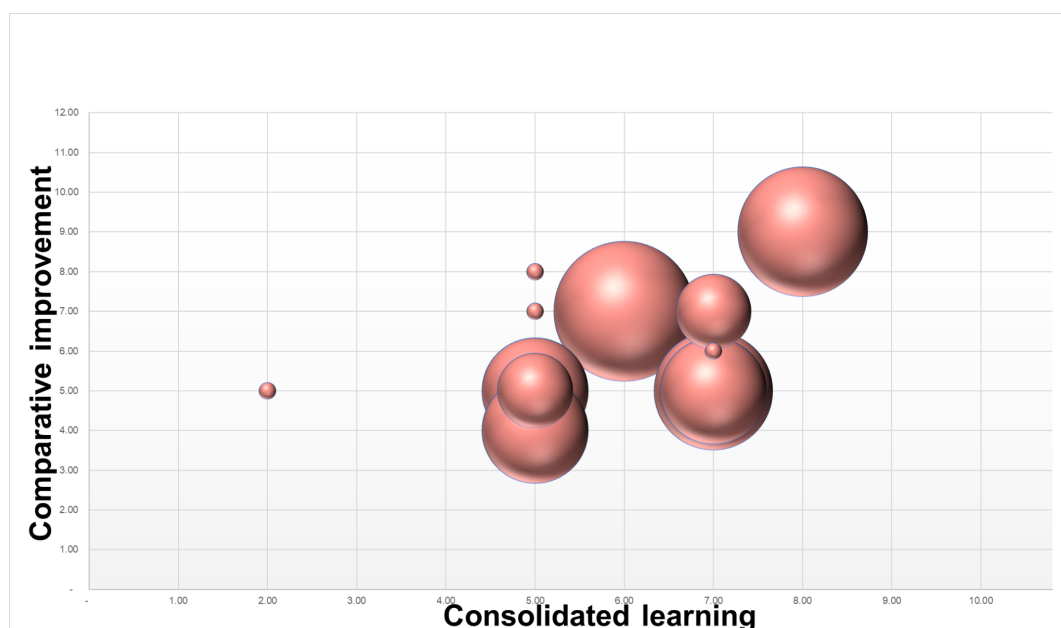


Figure 3: Distribution of green projects along the three dimensions of impact; N=12
The smallest bubble size signifies uptake score of 0 (no uptake), while the biggest bubble size signifies uptake score of 7 (significant).

Thematic area: Health

There are only 4 projects in this category. Their score on consolidated learning is between 3 and 9, evenly distributed. The span on comparative improvement is between 0 and 8, with one project scoring 0 and the remaining three spread between 6 and 8. Similarly, these projects score between 0 and 8 on uptake, with one project indicating no uptake (the same one that indicated no comparative improvement) and the remaining three projects spread between 5 and 8.

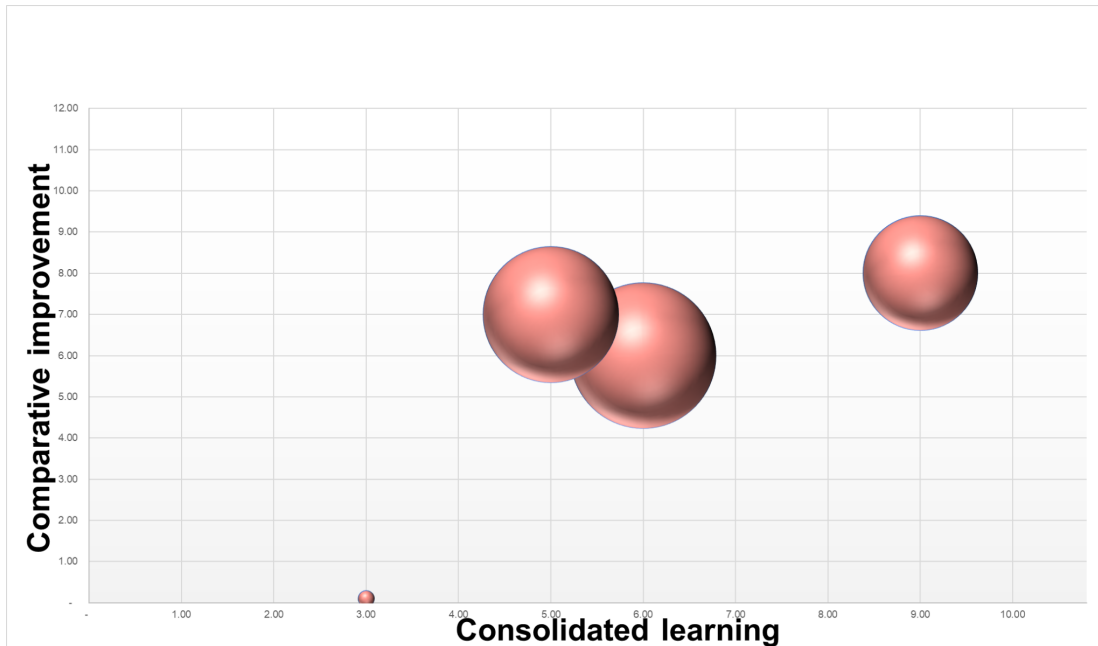


Figure 4: Distribution of health projects along the three dimensions of impact; N=4
The smallest bubble size signifies uptake score of 0 (no uptake), while the biggest bubble size signifies uptake score of 8 (significant).

Thematic area: Innovative finance/Cash

This category consists of 10 projects, with quite a wide spread across all categories. The projects score between 3 and 9 on consolidated learning, with 7 out of 10 projects scoring between 4 and 7 on this dimension. The distribution of scores on comparative improvement spans the entire scale, with 60% of the projects falling between 3 and 8. The uptake dimension also exhibits a significant range of scores, 0-6, with a total of 3 projects exhibiting no evidence of uptake.

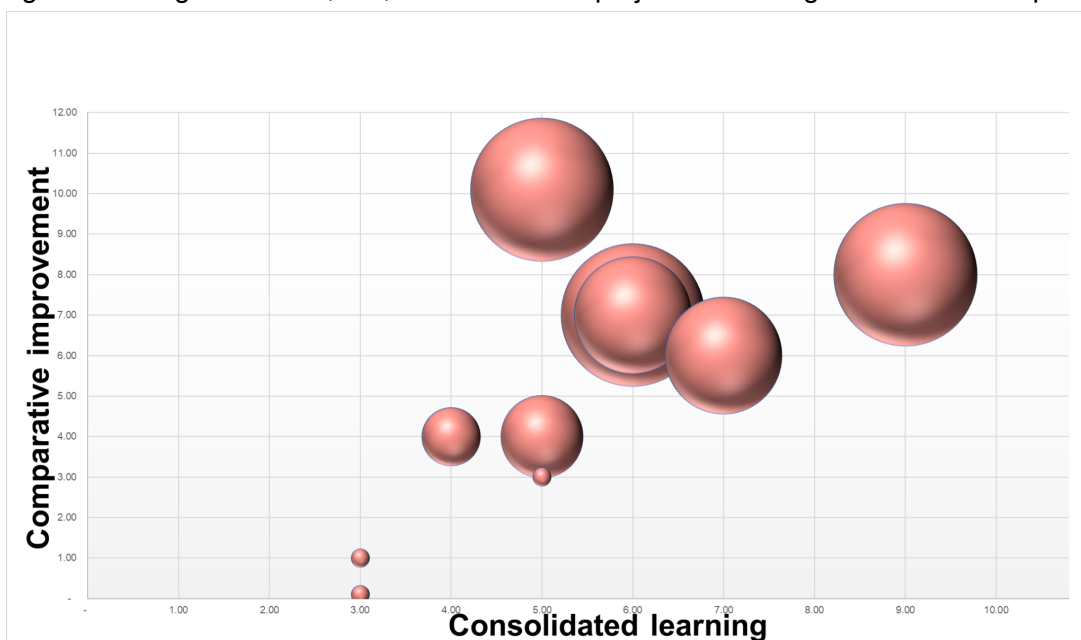


Figure 5: Distribution of innovative finance projects along the three dimensions of impact; N=10
The smallest bubble size signifies uptake score of 0 (no uptake), while the biggest bubble size signifies uptake score of 6 (significant).

Thematic area: Protection

There are 8 projects within the protection category. This category has the most concentrated spread on the dimensions of consolidated learning and comparative improvement. The range of scores on consolidated learning is 5-8, while the scores on comparative improvement are distributed between 4 and 8, with both 4 and 8 being outliers. The dimension of uptake, on the other hand, is more distributed, 0-8, with 5 out of 8 projects scoring in the range 4-6.

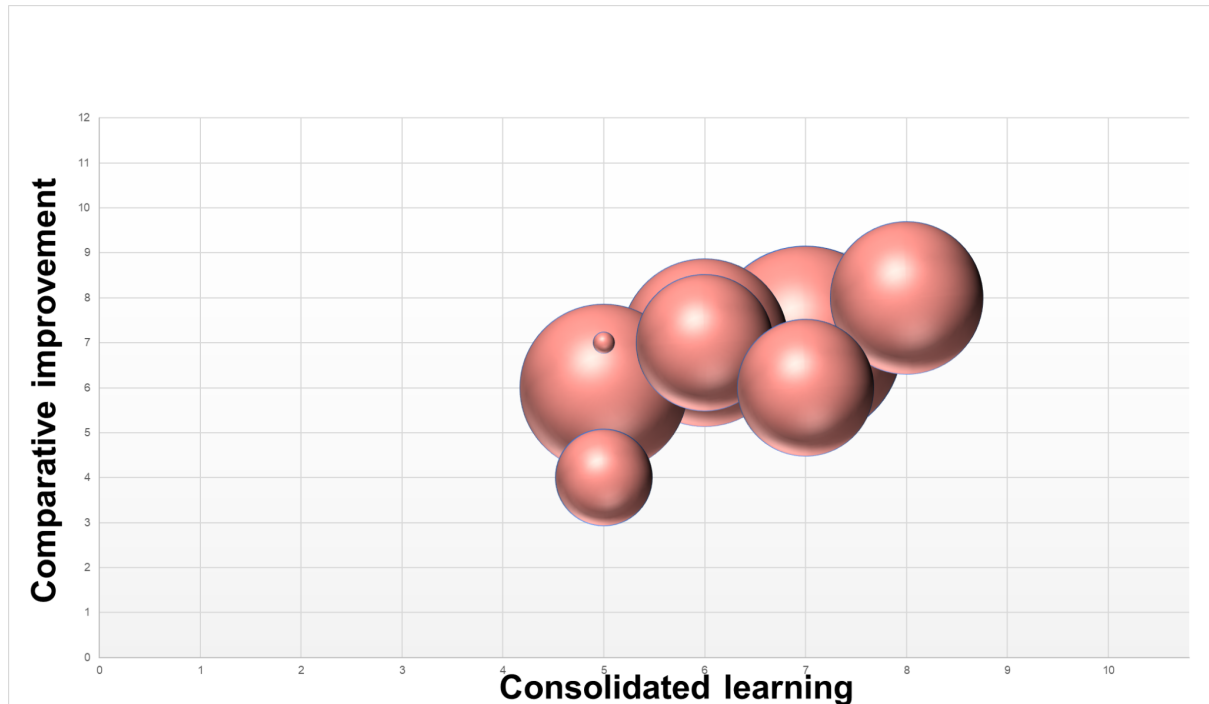


Figure 6: Distribution of protection projects along the three dimensions of impact; N=8
The smallest bubble size signifies uptake score of 0 (no uptake), while the biggest bubble size signifies uptake score of 8 (significant).

5. Case studies

The purpose of this chapter is to showcase some HIP-funded projects' achievements and extract lessons learned. Six selected cases drawn from HIP's diverse project portfolio are examined. Each case adheres to a standardized structure, although the content and emphasis naturally vary based on the project's unique characteristics, subject matter, and stage of development. Consistent with the impact perspective discussed in the previous chapter, we will tell the story of each case based on consolidated learning, comparative improvement, and adoption. Many of these initiatives are still in progress and evolving. The table below provides an overview of the six cases.

Case selection				
Project name	Organization	Innovation Lab/ Scaling	Thematic area	CL / CI / UP ⁵
Rapid analysis tool for IED or ILM	NPA – Norwegian People's Aid (NGO)	Innovation Lab (2018-22)	Protection	5 / 6 / 6
Greening humanitarian responses through recovery, repair, and recycling of solar e-waste in displacement settings	IOM – International Organization for Migration (UN)	Innovation Lab (2019-23)	Green	7 / 7 / 2
Community Inclusion Currencies (CIC)	Norwegian Red Cross (NGO)	Scaling (Kenya 2019-21; Cameroon 2022-23)	Cash	9 / 8 / 6
Scaling digital community engagement ⁶	Norwegian Red Cross (NGO)	Scaling (2021-23)	Protection	7 / 7 / 8
Camp+ The world's first climate positive refugee camp	Care (NGO)	Innovation Lab (2018-21) & Scaling (2021-24)	Green	7 / 5 / 4
Giving back rights to more people through digital transformation	NRC – Norwegian Refugee Council (NGO)	Innovation Lab (2018-22)	Protection	8 / 8 / 5

Table 21: Case selection

⁵ Scores for impact dimensions, as scored by project focal points:

CL= consolidated learning, CI = comparative improvement, UP = uptake

⁶ No final report was available for this project.

Consolidated Learning: The score represents the depth of knowledge integration and learning within the organization during the project (and possibly contr. to the thematic field).

Comparative Improvement: The score indicates the degree of improvements in effectiveness, efficiency, and quality compared to existing methods.

Uptake: The score reflects the extent to which the innovation is taken to scale, used by others, and its impact on various sectors and markets.

In the figure below, the 6 cases are plotted against the dimensions of impact mentioned above. The bigger the size of the bubble, the greater the uptake.

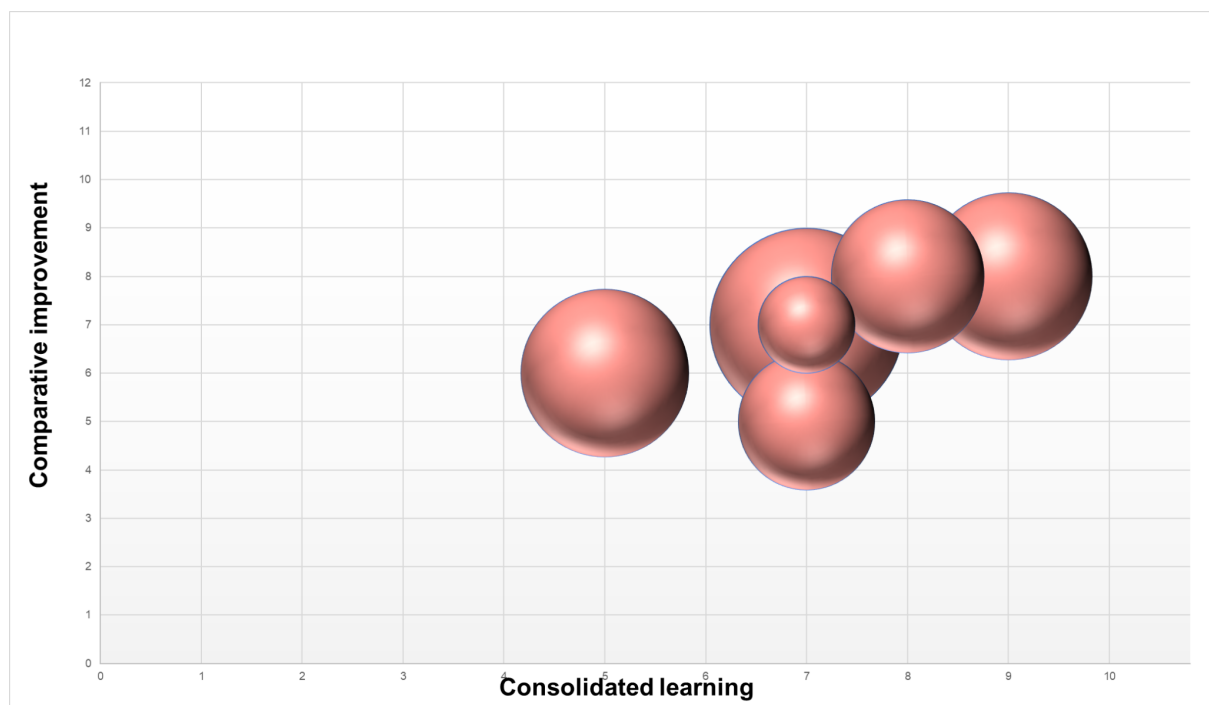


Figure 6: Distribution of protection projects along the three dimensions of impact; N=6

Lowest consolidated learning score: 5; highest: 9

Lowest comparative improvement score: 5; highest: 8

Lowest uptake score: 2; highest: 8

5.1 Rapid analysis tool for IED or ILM

In response to the escalating threat posed by Improvised Explosive Devices (IEDs) and Improvised Landmines (ILMs) in conflict zones, Norwegian People's Aid (NPA), under a HIP grant from Innovation Norway, initiated a transformative project in December 2018. Traditionally, anti-personnel mines had been banned globally since 1997, leading to substantial progress in their removal. However, a new crisis emerged, with non-state armed groups producing and employing IEDs and ILMs at an alarming scale in countries like Iraq, Syria, Myanmar, and Afghanistan. These homemade explosive threats were not only unpredictable but also significantly complicated the clearance process, necessitating more efficient methods for removal. NPA's project aimed to address this urgent challenge, focusing on the detection and clearance of a specific component found in IEDs and ILMs, known as "crush-wires."

The project concluded after completing the Innovation Lab, and the project's contributions to mine clearance are being further tried out in the field. The project yielded knowledge about by-and-large existing tools and exploring how to employ them in conjunction with each other.

Countries	Key Innovations	Project grant
Ukraine, Iraq	Tools and methodologies to detect crush wire IEDs and ILMs; working modalities for demining in the dark.	3 760 000 NOK

5.1.1 Innovation Introduction

The innovations introduced by NPA centered on the development of specialized tools and methodologies to efficiently detect and clear crush-wire triggered IEDs/ILMs. This approach acknowledged the pressing need to enhance clearance teams' ability to accurately detect thin copper wires with pressure plate switches. NPA partnered with Italian metal detector manufacturer CEIA and Norwegian defense products distributor Bertel O. Steen to develop solutions. CEIA focused on modifying existing metal detectors, namely PD240CBM-CW and CMD3, to optimize crush-wire detection indoors and outdoors. Simultaneously, Bertel O. Steen pioneered the use of high-power, high-efficiency lighting systems, enhancing visibility in poorly lit urban settings where IEDs posed significant challenges.

The project's implementation journey, which began in January 2019, underwent significant adaptations. Initially the scope of the project included the idea of developing a way to analyze the *type and composition of IEDs*, however, recurring inquiries and discussions internally in NPAs HQ and field offices revealed that it was rather the *detection capability* that was paramount. The feedback from the field suggested that explosives with crush-wires were harder to find – the exact contents were deemed to be less important. In other words the project reframed and redefined the essential problem that was to be solved accordingly. The assessment highlighted the urgency of improving clearance teams' ability to detect crush-wire triggered IEDs/ILMs effectively.

In the initial stage of development Bertel O. Steen focused on using light technology to find copper wires more easily. The work on CEIA's part was delayed due to challenges related to the pandemic, but eventually focused on optimisation of existing detectors. It became apparent that

the light technology was nascent and too restricted in its real-world application; it could only work under certain low-lit settings and also necessitated the use of forensic powder. Consequently, this solution track was abandoned, but the thought processes gave synergies with another ongoing project called 'demining in the dark.' Experiences from the field showed that in many mine clearance regions scorching temperatures made mine clearance difficult and limited the number of hours conducive to active work. In addition, more recent experiences in Ukraine were showing the need to clear buildings previously occupied by Russia as well as equipment to perform search and rescue operations at night following strikes. Bertel O. Steen then introduced the use of Lupine Betty, an already fully developed product – a mobile high performance lighting device that could be applied in conjunction with detectors from CEIA indoors.

Overall, the partnerships have functioned effectively, and while their interactions have primarily been transactional, there has been an observable maturation in their dynamics. Private sector partners have made substantial in-kind contributions to the initiative, ranging from laboratory work to active participation, including the provision of products at reduced prices upon completion of the project.

The NPA initiative exemplifies a significant form of collaboration between a humanitarian organization and entities within the private sector. In the context of this initiative, the private sector participants are predominantly large-scale commercial enterprises endowed with robust research and development capabilities. Despite its comparatively modest scale and role as a consumer, NPA has contributed essential contextual insights pertaining to mine action and field operations, alongside constructive feedback that has enhanced product development. NPA's role in circulating test results within the broader mine action community not only aids in promulgating the products but also bestows a measure of legitimacy upon them.

5.1.3 Impact Assessment

Consolidated Learning

The project provided impulses to fostering innovation culture internally in the organization. NPA has had useful synergies between ongoing innovative projects from different donors, notably the NMFA. The cross pollination of ideas are visible and concrete. The project also advanced NPA's organizational learning, particularly in innovative methodologies for detecting and clearing explosive remnants of war (ERW). The development of new tools and methodologies contributed to the broader field of humanitarian mine action, particularly in the efficient detection and clearance of crush-wires in IEDs.

To ensure the sustainability of the project, NPA focused on capacity building and knowledge sharing within the humanitarian mine action community. The successful field tests in Bosnia and Herzegovina underscore the scalability of the innovations, particularly in urban settings. Future plans involve refining existing technologies, exploring potential adaptations for other contexts, and fostering collaborations to expand the project's impact further. The project's focus on urban settings and the unique challenges posed by IEDs and crush-wires expanded the understanding of contemporary ERW clearance scenarios. The insights gained from operating in such environments provide valuable knowledge that can be applied to similar contexts globally, thereby enhancing the sector's preparedness and response capabilities.

The project's findings are set to contribute to academic research and sector-wide knowledge through planned publications and presentations. This dissemination of knowledge ensures that the lessons learned and best practices developed through this project can inform future initiatives in the field.

Comparative Improvement

Effectiveness in Clearance Operations: The introduction of modified handheld detectors and high-efficiency lighting systems markedly improved NPA's capabilities in clearing IEDs and ERWs, particularly in challenging urban environments.

Enhanced Detection Capabilities: The project introduced the PD240CBM-CW detector, a significant upgrade over traditional detectors. This specialized equipment specifically targets the detection of crush-wires in IEDs, a component notoriously difficult to identify with conventional methods. Compared to previous techniques, this innovation represents a substantial leap in detection accuracy and safety, directly impacting the efficiency of clearance operations.

Improved Operational Efficiency in Urban Settings: The adoption of the CMD3 detector and Lupine Betty TL2 PRO lights addressed the unique challenges of urban ERW clearance. Before these innovations, operations in poorly lit areas, such as tunnels and collapsed buildings, were hindered by inadequate lighting and equipment. The new tools have enabled more thorough and faster clearance operations, showcasing a marked improvement over the slower, more hazardous methods used prior to the project.

Safety Margin Enhancement: The equipment and methodologies developed through the project have elevated the safety margins for NPA staff and other mine action operators. The advanced technology reduces the risk exposure for personnel, who predominantly come from the affected communities. This improvement in safety protocols stands in contrast to previous practices, where the lack of specialized equipment exposed operators to greater risks.

Quality and Reliability of Clearance Operations: The project's innovations have not only increased the speed of clearance operations but also their quality and reliability. The ability to efficiently detect and clear ERWs, especially IEDs, means that previously contaminated areas are rendered safe more reliably, reducing the likelihood of missed threats. This improvement is critical compared to older methods where the limitations of detection technology could leave undetected hazards.

Uptake

Extent of adoption: The project's innovations, particularly the PD240CBM-CW and CMD3 detectors, have been recently adopted in NPA's operations in Iraq and Ukraine. NPA's Iraq program was one of the first end-users, with the technology subsequently being adopted by other programs. The Lupine Betty TL2 PRO lights are already in use in Ukraine.

Horizontal spread: The dissemination of findings and adoption of these methodologies across multiple NPA programs indicates a successful horizontal spread of the technology.

5.1.6 Conclusion & key lessons learned

- By addressing the pressing challenge of crush-wire triggered IEDs/ILMs, NPA has not only enhanced the safety of clearance operations but also significantly expedited the process.
- Adaptability to changing needs: The project's scope was effectively altered post-needs assessment to address more critical issues, demonstrating adaptability.
- Navigating external challenges: The COVID-19 pandemic posed significant delays, yet the project adapted by choosing alternative testing sites and involving NPA's staff in pilot trials in Bosnia and Herzegovina and Norway.
- Importance of clear communication: Regular and clear communication, especially during staff turnover, was crucial in maintaining strong partnerships and project continuity.
- Technical and Physical Limitations: Acknowledging and adapting to the practical limitations of technology in the field was essential for effective implementation.
- Proactive approach in product development: Continuous feedback and active participation in product development ensured that the tools met field-specific requirements.
- Streamlining procurement processes: A two-phased approach to RfP processes, separating research from procurement, could expedite future project implementations. The project exemplifies the power of collaboration, adaptability, and innovation in the face of complex humanitarian challenges.
- Sharing best practices and knowledge: Disseminating findings, such as through SOPs and training materials, promotes best practices and lessons learned within the mine action sector.
- Future assessments and wider dissemination: Planned further assessments and the intention to share outcomes with a wider audience demonstrate a commitment to continuous improvement and sector-wide knowledge sharing.

5.2 Greening humanitarian responses through recovery, repair, and recycling of solar e-waste in displacement settings

The IOM E-waste Project, executed in Uganda and funded by HIP, represents an effort in addressing the mounting problem of improperly disposed “end of life” solar products in displacement settings by establishing a circular economy model for their repair, reuse and recycling. This initiative contributes to dealing with the growing issue of e-waste in displacement settings, whilst simultaneously contributing to the drive for the humanitarian sector to green their response through climate friendly and locally led solutions.. The project's timeframe in the InnoLab spanned from November 2019 to April 2023, focusing on three primary target groups: host and refugee communities using solar products in Bidibidi, Uganda; and stakeholders involved in solar product manufacture, distribution and e-waste management, and humanitarian agencies responsible for the procurement of solar products. Due to delays related to the pandemic, the full system came together in September 2022 and subsequently only had five months of full implementation. By March 2023, IOM found another donor to carry the project onto the current scaling trajectory.

The project was guided by three primary outcomes:

- Improving environmental protection in and around displacement settings by reducing improper disposal of solar e-waste and encouraging sustainable waste management practices.
- Job creation and livelihood support through employment opportunities in e-waste management for refugees and host communities.
- Knowledge transfer and information sharing among relevant stakeholders to build capacity for sustainable e-waste management.

These outcomes were designed to address immediate e-waste issues while contributing to longer-term environmental and economic sustainability in humanitarian contexts. The project pilot has been completed, and IOM has received funding from Innovation Norway for the next transition to scale phase. IOM intends to collect additional data over the next year, before applying for full scalability funding through the HIP in 2024.

Countries	Key Innovations	Project grant
Uganda	A circular economy model that addresses e-waste in displacement settings	5 300 000 NOK

5.2.1 Innovation Introduction

The innovation journey of the IOM E-waste Project began with a meticulous needs assessment and market dialogue phase, which uncovered critical barriers to solving the e-waste challenge in displacement settings. Important barriers identified were: solar products do not meet user needs; batteries are the weakest part of pico solar products; much of what recyclers receive as waste could be used as spare parts; repair activity is limited due to lack of available spare parts and tools; recycling currently not encouraged given its low value for money when not at scale, and;

the key barrier for private sector is access to displacement settings and funding. This phase laid the foundation for a targeted and strategic approach to establishing a circular economy for the repair, reuse, and recycling of solar products.

A crucial element of this phase was the collaboration with three private sector entities, Bright Products, Solvoz and Total Energies, each bringing specialized expertise to the project. Bright Products contributed by focusing on repair technician training, provision of spare parts and tools and user-centric product design, while Solvoz researched and workshoped sustainable procurement criteria with humanitarian actors, and developed guidelines and solar criteria for assessing suppliers. Total Energies' involvement was pivotal in delivering an effective battery recovery and repurposing solution ("the Batlab"). These partnerships facilitated a holistic response to the e-waste problem, addressing it from multiple angles – from procurement, to product design, repair and reuse, and end-of-life recovery.

One of the key responses to the identified barriers was the adaptation of solar products based on user and technician feedback. This feedback loop led to the creation of the "Sol" solar lantern by Bright Products, specifically designed with repairability in mind. This innovation marked a significant step towards creating sustainable products tailored to the needs of the users in displacement settings.

Furthermore, IOM and Mercy Corps implemented an extensive communications campaign. This campaign was instrumental in educating displaced populations about the human health and environmental effects of e-waste, advocating for the benefits of repair and recycling. The campaign's success was evident in the change of behavior observed within the settlement, where communities began actively participating in e-waste management by voluntarily dropping off solar lanterns for repair, and sharing positive feedback of the service throughout the settlement.

One challenge the project addressed was the limitation faced by repair technicians due to a lack of proper tools and spare parts. IOM's response was to procure essential tools and parts from Bright Products, enabling technicians to carry out repairs effectively. This response not only addressed the immediate need for repair services but also supported the development of a local repair market, contributing to job creation and income generation within the refugee and host communities.

The project's journey was also marked by continuous learning and adaptation. The insights gained from the initial phase were used to refine the approach continually. For instance, the discovery that a significant portion of the products received by recyclers could be used as spare parts led to a more nuanced approach to waste management, focusing on maximizing the use of existing resources before considering disposal.

Moreover, the project navigated logistical challenges and material constraints, illustrating adaptability and resilience in the face of unforeseen circumstances. The ability to adjust to these challenges and find innovative solutions was a testament to the project's robustness and the strength of its partnerships.

One remaining hurdle to the project is the inability to transport used batteries from Uganda to Kenya, where a battery recycling facility is situated, due to the constraints imposed by the Basel Convention on cross-border waste movement. Notably, Kenya stands as the sole neighboring country equipped with a battery recycling facility. For this reason, batteries are currently stored at a designated site in Uganda awaiting a resolution to this obstacle, either by changes being made

to current regulations or the establishment of a local battery recycling facility. While the ideal scenario would involve replicating the recycling center in Uganda, this aspiration exceeds the scope of IOM's mandate.

Throughout its journey, the IOM E-waste Project set a precedent for sustainable practices in the humanitarian sector. The project's approach, characterized by its responsiveness to user needs, sustainable design principles, and a commitment to circular economy practices, has provided a scalable and replicable model for addressing environmental challenges in humanitarian contexts.

In the transition to scale, the project focused on filling data gaps that were identified by IOM's contracted external scaling consultant, prior to full scale. It is acknowledged that integrating scaling considerations into the project's earlier stages would have been beneficial. This initiative involves a complex network of stakeholders collaborating to establish a sustainable business model. IOM's scalability assessment report identified four key areas that needed to be addressed through the transition to scale phase prior to full scale. This included: assessing different management models where, for example, other agencies or local groups lead the circular economy model, ensuring sufficient battery feedstock to enable the repurposing of enough battery packs to ensure a viable business model, assessing financial income streams to ensure a viable business model, and incorporation of the informal sector to ensure an inclusive circular economy.

5.2.2 Impact Assessment

Consolidated Learning

The project contributed to enhancing organizational knowledge within IOM and its partners, particularly in sustainable waste management. This was evidenced by the development of a toolkit for e-waste management in humanitarian settings and the dissemination of findings and practices through workshops and global forums. Internally, the project strengthened linkages within IOM's own organization and also brought to the fore challenges of creating innovation friendly procurement procedures, and dealing with private sector actors.

Through the transition to scale, IOM will partner with an academic institution to further study the evidence base for the scalability of the project. This is a step towards providing evidence to replicate in other settings to scale up beyond solar products and their accessories to other types of electronic waste.

Comparative Improvement

The project marked progress in the effectiveness, efficiency, and quality of e-waste management. Since this is waste that would otherwise be discarded in the environment, the baseline would be close to zero. By comparison 3,179 solar lanterns and 5,244 batteries were collected for repair and recycling during the five month pilot period. Of these, 3,005 lanterns and 3,365 batteries underwent successful repair or repurposing, indicating a positive impact on resource recovery and reuse.

The project officially generated 22 jobs (16 male employees, 6 female employees) for refugees and the host community (16 refugees, 6 host community), with potential for additional indirect job

creation through the transferable skills and business development fostered by the project. The employed individuals included a project field officer, two security staff, ten community mobilizers, three storekeepers, five repair technicians and two Batlab operators.

The project had significant indirect outcomes through the provision of access to energy and light. Recipients of repaired solar lanterns stated that this brought about various positive impacts, including enhanced protection against scorpions and other potential dangers during the night, and helping individuals and families feel safer.

Uptake

The project saw a significant level of adoption within the target communities. Communication campaigns reached approximately 10,000 households, contributing to a change in e-waste disposal behavior. However, challenges such as logistical constraints and a focus on a specific brand limited wider adoption. Plans to diversify e-waste types in future phases are expected to enhance adoption rates, along with the overall preparatory work for developing scaling.

5.2.3 Key Lessons and Conclusions

- The project underscores the importance of sustainable waste management in the humanitarian sector and is a step towards circular economy models. This is a framework that can significantly impact environmental sustainability and community empowerment in displacement settings.
- Effective partnerships with private sector actors and local communities were crucial for success. Local capacity building in repair and recycling skills is vital for long-term sustainability. Continuous stakeholder engagement, including with affected populations, is key to effective and sustainable project outcomes.
- Involving private sector partners who are committed to user-centric design and gaining an understanding of the local context not only enhances the dynamics of the partnership but also significantly benefits the innovation process itself.
- Private sector insistence on the quality of solar products in order to recycle parts, is a fairly new perspective in humanitarian displacement settings. Traditional value for money perspectives in the humanitarian sector are challenged by the sustainability focus on quality and durability.
- Future Plans and Scalability: Expansion plans include diversifying the types of e-waste managed and exploring new business models. The potential for replicating this model in other settings, with contextual adaptations, is high. However, the project could have benefitted from integrating scalability perspectives more systematically in earlier stages.

5.3 Community Inclusion Currencies I & II

Community Inclusion Currencies (CIC) is a blockchain-based solution designed to facilitate disaster response and recovery in vulnerable communities. The project received HIP funding for scaling in Kenya (2019-21) and Cameroon (2022-23), and was run by a consortium consisting of the Danish and Norwegian Red Cross, as well as the Red Cross Kenya in the first scaling project and the International Committee of the Red Cross in the second. The main private sector partner in both scaling efforts was Grassroot Economics.

CIC enables communities to create their digital tokens for trading goods and services, thereby strengthening community resilience. These digital vouchers are complementary to the national currency and become particularly useful when national currency values decrease due to disasters, market fluctuations, or other factors.

The pilot phase of the project was successfully implemented in Kenya. The Red Cross movement then aimed to introduce the innovation in a new context – in northern Cameroon – where the project faced challenges related to legal compliance, data protection, and partner cooperation, all of which resulted in an early termination.

<i>Countries</i>	<i>Key Innovations</i>	<i>Project grant</i>
<i>Kenya, (Cameroon)</i>	Cryptocurrency vouchers	6 000 000 NOK (CIC1) 4 000 119 NOK (CIC2)

5.3.1 Innovation Introduction

Rooted in the idea of digital inclusion and economic empowerment, CIC leveraged open-source blockchain technology to create a local monetary system that allowed local communities to trade their own digital tokens for essential goods and services. Kitabu Blockchain, the heart of the CIC program, is an open-source, modular platform. This blockchain solution can be adapted by various humanitarian organizations and financial institutions, aligning with their unique programmatic needs.

The CIC project ensured accessibility by providing options to use CIC tokens through both smartphones and USSD (Unstructured Supplementary Service Data) messaging, catering to communities with varying levels of digital access. With Kitabu Blockchain, CIC transactions became nearly fee-less. This not only made it more affordable for communities but also ensured that a larger portion of the value remained within the community.

Initially met with resistance and skepticism, especially from elders, the perception gradually shifted as cryptocurrency found a foothold in Kenya. The involvement of the Danish Red Cross was pivotal, showcasing a commitment to transparency and proactive engagement. Despite occasional frustrations with the private sector partner, the Danish Red Cross maintained open lines of communication, conducting surprise visits and expressing concerns directly. However, turnover and occasional lapses in agreement renewal resulted in frustrating gaps in transaction monitoring, necessitating extra efforts to rectify misunderstandings.

During implementation, the project grappled with the intricate mechanisms behind CIC vouchers and the reserve pool, crucial for ensuring the currency's value. The complexity arose in maintaining equilibrium between the supply of vouchers and the national currency in the reserve pool. The team responded by enhancing controls and simultaneously refining the CIC technology stack with the support of partners like Accenture and BlockScience.

The onset of COVID-19 hastened the implementation timeline by nearly six to seven months, compelling an accelerated response to address the economic strain among vulnerable communities. This forced the project to leverage Kenya Red Cross' existing networks such as the Community Based Disaster Response Teams for providing health education.

5.3.2 Impact Assessment

Consolidated Learning

The process of generating knowledge involved utilizing in-house resources or third-party organizations to conduct surveys to collect information on user experiences; collecting transactional data from the digital network to identify currency flows and distribution within the community; and assessing the overall increase in commerce within the communities. A web-based dashboard co-developed with Accenture Development Partners aided in tracking and analyzing marketplace impact.

The project's documentation of results demonstrates an effort to measure the project's impact. Furthermore, the project's adaptability, such as technological changes and the pivot towards a health-focused approach during the COVID-19 pandemic, indicates a capacity for learning and adaptation within the implementing organizations.

The early termination of the Cameroonian project prompted the Danish Red Cross to produce a lessons learned paper. The project encountered significant challenges due to a lack of critical assessments and divergent risk perceptions among consortium partners. Insufficient community engagement from the project's inception, coupled with the absence of a context-specific feasibility assessment, hindered local mobilization and reduced the project's effectiveness. Remote project management, with key functions led from outside Cameroon, presented difficulties in engaging local stakeholders and timely interventions. Furthermore, divergent risk perceptions and management approaches among consortium partners eroded trust and led to a lack of common understanding, emphasizing the need for clear partnership guidelines and aligned risk strategies. These lessons underscore the vital role of comprehensive assessments, risk management, and partnership alignment in the success of humanitarian innovation projects.

Comparative Improvement

One key aspect of the comparative improvement achieved through this innovation was the potential to monetize services or products that might not have had opportunities in the traditional humanitarian system. By introducing a blockchain-based currency, the project aimed to create a more accessible and equitable economic environment, providing a valuable alternative for the local population. However, it also raised questions about the impact on local markets and the need to ensure that the introduction of CIC did not create monopolistic conditions or exclude vulnerable communities.

Grassroot Economics' funding infusion into this digital currency initiative holds promise in highlighting overlooked services or products. However, the inability to convert back to national currency, while preventing unfair advantages, also limits the system's integration into larger markets. This lack of currency conversion poses challenges when navigating across borders, underscoring the need for greater usability. Additionally, the absence of expertise in blockchain and cryptocurrency within organizations like the Red Cross highlights the necessity for guidance and advice in navigating these evolving financial landscapes. While introducing an additional currency offers diversity, its restricted functionality and exclusion from markets raise critical questions about its true effectiveness and wider societal impact.

Uptake

The adoption of Community Inclusion Currencies (CIC) within the Red Cross movement reflects a story marked by both promising progress and cautionary setbacks. Despite initial skepticism and resistance, the project gradually gained acceptance as cryptocurrency showcased tangible benefits, notably empowering women through increased engagement in trading activities.

However, the early termination of a similar initiative in Cameroon became a pivotal cautionary tale. The Danish Red Cross's "post-mortem" highlighted critical issues: inadequate assessments, divergent risk perceptions among partners, and insufficient community engagement, leading to project discontinuation. The failures in Cameroon cast a shadow of doubt on broader adoption within the Red Cross, emphasizing the need for meticulous risk assessments, thorough legal compliance, and robust community involvement from inception.

The successes in Kenya, juxtaposed with the failures in Cameroon, create a dichotomy influencing the Red Cross's cautious approach. It is unclear at this stage if the Red Cross plans to continue rolling out CIC in other locations.

5.3.3 Key Lessons and Conclusions

- The project's final report noted that in Kenya, nearly 60,000 registered households utilized CICs, totaling around 140,530 USD in circulation. This facilitated approximately 2.7 million USD in trade value, demonstrating a notable 19x economic multiplier through roughly 474,000 individual transactions. Each 1 USD injected into the system generated about 19 USD in economic and social value. While showcasing significant results in Kenya, the project encountered hurdles in Cameroon, including legal, data protection, and community engagement issues, resulting in its discontinuation.
- Differences in risk perceptions and risk management approaches among various stakeholder groups highlighted the importance of aligning expectations and values. Trust-building and the establishment of common ambitions are recognized as vital elements for successful collaboration. Furthermore, the positive reception within the Red Cross movement of the lessons learned report from Cameroon and its ability to drive change within the organization underscored the value of documenting both successes and failures to promote learning and improvements in humanitarian innovation.
- The collaboration between the humanitarian organization and private sector partners in this project seems to have been initially promising, marked by enthusiasm and excitement, yet encountered challenges.

- Future humanitarian efforts can leverage the CIC project's insights by emphasizing early legal due diligence, in-depth context comprehension, and thorough assessments prior to expansion. Clear partnership guidelines and aligned risk strategies are vital for building trust and avoiding differing risk perceptions among consortium partners. Integrating project flexibility and responsiveness to external events into planning is essential for effectively addressing unforeseen circumstances.

5.4 Scaling digital community engagement

The Scaling Digital Community Engagement project, led by the Norwegian Red Cross, aims to scale digital community engagement within the humanitarian sector, with a focus on improving trust, collaboration, and accountability in the face of various crises, including the COVID-19 pandemic. The strategy aims to be community-led, data-driven, reinforcing capacity and local solutions, and promoting collaboration.

This project encompasses three primary goals: 1) to deepen comprehension surrounding digital community engagement within humanitarian organizations; 2) to enhance user experience and accessibility to services by integrating digital community engagement into the services provided by two Red Cross National Societies; and 3) to bolster the capacity to expand community engagement surveys by utilizing phone-enabled technologies such as SMS, Voice, and USSD.

The project was not designed to address a specific humanitarian situation and its innovative approach can be applied in a variety of humanitarian settings.

<i>Countries</i>	<i>Key Innovations</i>	<i>Project grant</i>
<i>Hungary, Jordan, Mongolia, Netherlands</i>	Digital outreach and two-way communication platform	10 000 000 NOK

5.4.1 Innovation Introduction:

The innovation at hand is a comprehensive communication solution geared toward facilitating seamless interaction and assistance for individuals affected by various situations or crises. Leveraging Twilio Flex, a cloud-based contact center solution, this platform serves as a centralized hub for digital communication. Its primary focus is to enable easy, multi-channel communication—integrating channels like calls, WhatsApp, and text—allowing individuals to connect via their preferred means.

The platform operates as a user-friendly website, providing a low barrier for individuals seeking assistance to reach out. Through this interface, affected individuals can initiate contact, asking questions, seeking help, or providing information crucial for their situation. The system receives incoming calls and messages across these diverse communication channels, enabling agents to promptly respond and engage with those in need.

What sets this platform apart is its capability to foster engagement beyond mere communication. It's designed to evolve, allowing for customization and enhancements that empower agents to deliver more effective assistance. Building upon this foundation, additional features and tools can be integrated to better aid the affected individuals, ensuring that the platform evolves into a robust support system that caters to diverse needs and situations. Ultimately, this innovation serves as a dynamic and adaptable solution, offering a responsive and supportive environment where individuals can access help and guidance through their preferred modes of communication.

The project is implemented in cooperation between the Norwegian Refugee Council and several humanitarian and private sector partners. The Norwegian Refugee Council (NRC) works on opening up the digital community hub tool to the humanitarian sector, supporting advocacy efforts, and offering in-country collaboration and support for the Red Cross National Societies. The International Federation of the Red Cross and Red Crescent Societies (IFRC) plays a key role in program management, technical leadership, advocacy, and enabling the sending of surveys through various channels). The Netherlands Red Cross is responsible for value case analysis, rapid prototyping, and opening technology and local partnerships. The main private sector partner is Twilio Inc, a cloud communications platform. Twilio.org, the social impact arm of Twilio, provides product credits, engineer time, and financial support to build partnerships and scale communication in low digital maturity contexts.

5.4.2 Impact Assessment

Consolidated Learning

Feedback and challenges have played a pivotal role in shaping the project. The team learned that addressing data privacy and ethical concerns was essential to building trust in digital engagement. They implemented measures like informed consent, limited data access, and data removal options to protect beneficiary data. As the project expanded, the challenge of translating message intent and ensuring trust in digital communication emerged. This constant adaptation underscores the importance of staying attuned to the changing needs and concerns of both beneficiaries and partners.

Unforeseen circumstances, such as the COVID-19 pandemic, further accelerated the project's expansion. The Norwegian Refugee Council and the Red Cross joined to facilitate digital community hubs and train staff.

The project has contributed to organizational learning within the Red Cross, fostering a shift from traditional humanitarian approaches to a more innovative and scalable model. The project's emphasis on personalized communication through digital platforms has not only addressed challenges in reaching beneficiaries but has also prompted a crucial shift from project-oriented thinking to a product-oriented approach. This transition, highlighted as a key lesson learned, acknowledges the need for sustained investment and the development of business models for long-term sustainability.

The project's contribution to knowledge integration is evident in its collaborative partnerships, particularly with Twilio, and the lessons learned in navigating challenges related to data privacy and ethical considerations. The learning has not only shaped the Red Cross's operational approach but has also made a valuable contribution to the broader thematic field of humanitarian assistance, emphasizing the necessity of technological innovation, strategic partnerships, and adaptability in addressing complex challenges.

Comparative Improvement

Recognizing that people increasingly rely on mobile phones, social media, and the internet for information and communication, digital tools are used to improve response times and reach. Digital engagement allows remote communication with humanitarian organizations, reducing travel and waiting time and costs. This leads to shorter response times for inquiries. The

convenience of digital engagement is highly valued by communities, as evidenced by higher survey response rates compared to traditional channels. For humanitarian organizations, this approach translates into reduced travel costs, a larger reach, and faster response times.

Particularly in insecure areas, the reduced need for travel enhances the safety of humanitarian workers. Digital communication reduces exposure to security risks associated with travel while maintaining a high level of connectivity with affected populations.

Uptake

Digital community engagement holds tremendous potential for humanitarian efforts due to its ability to connect with people in need rapidly and extensively. By harnessing the technologies of mobile network operators and cloud communication providers, this approach can swiftly reach millions, enabling efficient communication and referrals across various organizations involved in humanitarian services.

The scalability of digital community engagement is a game-changer, allowing for a broader outreach and facilitating smoother coordination among different entities. This results in improved efficiency and effectiveness in delivering crucial aid and support to those affected by crises or in vulnerable situations.

The Norwegian Refugee Council is already leveraging this platform, showcasing its practical application and impact in real-world scenarios.

So far, this project has reached more than 1 million users across several countries. The potential for further scaling within the Red Cross movement is substantial. Given the organization's extensive global presence and reach, integrating digital community engagement could significantly enhance its ability to respond promptly and effectively to humanitarian crises worldwide. This technology aligns seamlessly with the movement's mission, offering a powerful tool to amplify their ongoing efforts and support for communities in need.

5.4.3 Key Lessons and Conclusions

- Twilio's pivotal role as the primary communication platform provider, coupled with the support from Zing as the main development partner, exemplifies the essence of strategic alliances in fostering technological innovation within humanitarian initiatives. The relationship between the Red Cross and Twilio exemplifies a synergy where both entities contribute their expertise – the Red Cross benefiting from financial support from Twilio, while Twilio gains visibility and recognition through the utilization of Red Cross services. This collaboration extends beyond mere financial transactions; it's a fusion of complementary capabilities aimed at amplifying impact through technological integration.
- The integration of digital tools emerges as a notable driver of efficiency and improved user experience within the project. Leveraging technology successfully reduces response times, lowers travel costs, and provides a more convenient interface for engagement. This shift toward digital platforms aligns with contemporary communication trends, translating into heightened user satisfaction and engagement. Challenges, including data privacy and ethical considerations, have been addressed through continuous adaptation,

emphasizing the importance of remaining flexible and responsive to unforeseen circumstances.

- For future initiatives like this project, two key suggestions stand out.
 - First, creating and nurturing platforms that facilitate dialogue between humanitarian organizations and the communities they serve is paramount. Such platforms not only foster trust but also play a pivotal role in enhancing the effectiveness of engagement efforts. By actively encouraging dialogue, these platforms create spaces where communities feel heard, understood, and empowered to contribute insights and feedback. This reciprocal communication significantly bolsters the relevance, appropriateness, and impact of interventions, thereby leading to more meaningful and sustainable outcomes.
 - Second, ethical considerations, especially those pertaining to data privacy, are indispensable. Prioritizing a proactive approach towards ethical data practices is crucial for fostering trust and safeguarding the integrity of digital engagement initiatives. By upholding stringent ethical standards in handling and utilizing data, humanitarian organizations not only adhere to legal frameworks but also demonstrate a commitment to responsible and respectful engagement. This approach not only safeguards individuals' privacy but also contributes significantly to establishing and maintaining trust between organizations and the communities they serve. Ethical data practices form the bedrock of sustainable and credible engagement initiatives, instilling confidence and encouraging active participation from stakeholders.

5.5 CAMP+

The CAMP+ project led by CARE and funded by HIP Norway emerged from a vision to establish the world's most sustainable and climate-positive refugee settlement. Conflicts between host communities and refugee settlements are a widespread issue, often arising from resource-related tensions in societies with refugee settlements. These settlements, typically unsustainable, can lead to social and environmental problems when accommodating a large refugee population within a short timeframe.

Implemented in the Kyangwali refugee settlement in southwestern Uganda, the project adopts a holistic approach. In its pilot stage, Camp+ aimed to foster positive synergies by integrating natural resources management planning, waste management, sustainable cooking and energy use, and climate-smart agriculture. In its second phase, the project scaled two of the four elements: waste management and sustainable cooking and energy use elements.

<i>Countries</i>	<i>Key Innovations</i>	<i>Project grant</i>
<i>Uganda</i>	Solar-powered cooking stoves; Plastic upcycling	2 750 000 NOK

5.5.1 Innovation Introduction

The project started because of wanting to establish sustainable and climate-positive refugee settlements. Rooted in that idea, the pilot phase of Camp + aimed to pilot five innovative elements within one refugee settlement: sustainable cooking, sustainable food production, spatial planning, repurposing plastic and sustainable forest management. The scaling phase of the project decided to continue with two of those elements with funding from Innovation Norway: sustainable cooking and repurposing plastics.

The sustainable cooking element of the project utilizes solar-powered cooking stoves produced by Pesitho, a Danish start-up. Following a design sprint in Uganda in January 2020, the decision was made to establish six solar-powered Community Kitchens, each equipped with ten cooking stations. These kitchens were strategically placed in three distinct locations for testing uptake based on context: three at reception centers for refugees, two near the Kavule trading center, and one at a health clinic. Based on Pesitho's ECOCA model, the cookers in these kitchens were customized for community use, featuring insulated pots and USB ports for charging portable devices. The overarching aim is for each kitchen to operate as a self-sustaining business, covering operational expenses through revenue generated by kitchen users, mobile phone charging services, and any other potential services stemming from the community kitchen.

The Plastic+ facility, powered by solar panels, became operational in May 2021. Lifeshelter, a Danish startup specializing in semi-permanent structures for refugee settlements, was chosen as the supplier due to their established presence in Uganda and prior work with the Norwegian Refugee Council. The unit employed five refugees, providing them with training to safely operate the machinery and produce plastic items.

Various products have been experimented with, including plastic roof tiles, combs, beams, string for weaving baskets, clamps, and carabiners. Though not yet commercially available in the settlement, the goal is for the Plastic+ unit to become a financially sustainable venture. Calculations based on the amount of plastic waste in the settlement and market prices for similar products indicate its viability. Of note, the plastic roof tiles have garnered significant interest following initial needs assessments.

5.5.3 Impact Assessment

Consolidated Learning

The project exemplifies a commitment to organizational learning and knowledge integration, fostering a culture of continuous improvement and adaptability. Throughout its journey, the project team actively engaged in collecting data, conducting assessments, and closely collaborating with partners. The willingness to document and analyze the challenges faced, such as raising awareness of innovative solutions and tackling issues of affordability, highlighted the project's emphasis on learning.

The Camp+ project has undergone significant modifications and learned valuable lessons from feedback and challenges encountered during its implementation. One of the key modifications has been addressing challenges related to the adoption of the ECOCA stove and the need for sustained community involvement. The project faced resistance against self-purchase, primarily due to affordability concerns among the refugee population. In response to this feedback, the project adapted its strategy by exploring the establishment of access points and innovation centers, enabling easier access to the cooking stoves and ensuring maintenance and support services are readily available. This modification aimed to enhance the affordability and accessibility of the innovations, thus reducing barriers to adoption.

Beyond the intended benefits, the project yielded unforeseen positive outcomes, such as using the kitchens as charging stations, promoting a new culture of hygiene, and preventing gender-based violence through eliminating the need for girls and women to walk long distances to collect firewood, where many of them used to be subjected to sexualized violence. These successes carry lessons for the humanitarian sector as a whole: they demonstrate the potential for innovation-driven humanitarian efforts to create holistic solutions that improve the lives of beneficiaries and transform local communities.

Comparative Improvement

The introduction of the Pesitho Ecooker in the Kyangwali settlement has significantly improved effectiveness, efficiency, and quality in cooking solutions. This PV-technology-based cooker offers smoke-free, indoor cooking, eliminating health and environmental concerns associated with traditional methods and ensuring consistent access to cooking facilities. This improvement enhances communities' quality of life by providing a reliable and clean cooking solution.

The solar-based community kitchen centers have also demonstrated remarkable improvements. Their adaptability and customization ensure efficiency by meeting the specific needs of local communities, fostering economic growth with the inclusion of small businesses. This adaptability guarantees that the quality of services aligns with evolving community needs, enhancing communities' overall quality of life. The impact of the innovations is reflected in the reduction of

cooking times, improved hygiene, and the elimination of harmful environmental practices like smoke emissions and firewood collection. Such positive outcomes have not only encouraged early adopters among the refugee community but also influenced behavioral changes among communities.

The project has also achieved commendable strides in waste management through its plastic waste recycling initiatives. By upcycling plastic and emphasizing responsible resource use within refugee settlements and host communities, the project has streamlined the process of waste management, reducing environmental impact and promoting a more efficient utilization of resources. The creation of local assembly points further underscores the efficiency gains, creating job opportunities and influencing local market dynamics. These improvements not only contribute to a more environmentally friendly approach but also demonstrate the project's commitment to maximizing the efficiency of its interventions.

Uptake

The adoption of the project's innovations, particularly the ECOCA stove and community kitchens, has shown some early success. Early adopters within the refugee camps have played a crucial role in the initial adoption of these sustainable cooking solutions. As early adopters began to experience the benefits of the project, including reduced firewood consumption and improved cooking conditions, they served as advocates and influencers within the community. Their testimonials and experiences have played a pivotal role in encouraging more refugees to adopt these clean cooking innovations.

The project's approach to scaling, which involves addressing challenges related to affordability, access, and maintenance, aims to facilitate a horizontal spread of adoption. A key component of the scaling strategy is the establishment of access points and innovation centers. These centers can serve as hubs where individuals within the refugee camps can access, purchase, and receive maintenance support for the ECOCA stoves. This approach not only eases access for a broader population but also ensures that the innovations remain operational and efficient over time. As the project further scales up its service delivery, it aspires to reach a larger volume of beneficiaries and create a horizontal spread of adoption within the refugee camps, ultimately contributing to the improved well-being of the Kyangwali community.

While challenges related to affordability, access, and maintenance are acknowledged, the project's proactive approach to address these barriers signifies an intention to horizontally spread the adoption across various refugee settlements. As the project plans to scale up service delivery, the focus on creating access points for purchasing and maintenance highlights a commitment to horizontally spreading the benefits of clean cooking innovations to a broader geographical area, ensuring that the positive impacts are not confined to specific locations but extend across diverse settlements within the Kyangwali community.

5.5.3 Key Lessons and Conclusions

- The project embarked on introducing clean cooking technology to benefit refugees yet faced hurdles in raising awareness and gaining acceptance. Challenges revolved around the stove's affordability, access points, and ongoing maintenance. Initially fully funded, resistance emerged during the scaling phase due to the higher costs associated with superior-quality stoves. The absence of sales outlets further complicated matters.

- Despite these challenges, the project sparked unintended positive outcomes. For instance, by offering phone charging stations within kitchens, it inadvertently fostered a micro-economy, promoting collaboration within the community. Moreover, the introduction of cleaner kitchens triggered a new hygiene culture, empowering kitchen committee members and encouraging leadership roles. Exploring ideas for self-sustaining kitchens by monetizing cooking for snacks or porridge also showed promise in boosting economic prospects.
- While the quality of the partnership between Pesitho and CARE has been reasonably high, the partnership does not necessarily reach the threshold of a transformative relationship. characterized by a commitment to long-term sustainability and mutual growth. It is possible that CARE might opt for another supplier in other projects in the future, provided their solution is of equal quality but lower price.
- The Camp+ project has employed several strategic measures to ensure the sustainability of its initiatives. One key approach has been to emphasize the importance of community ownership and engagement. By involving the refugee community in decision-making processes and understanding their needs and preferences, the project aims to create a sense of ownership among the beneficiaries. This not only ensures that the innovations align with the community's requirements but also fosters a commitment to the long-term success of the project. Sustainability is further reinforced through the adaptation of implementation models based on feedback and lessons learned, ensuring that the project's efforts remain responsive to changing circumstances.
- The project's consideration of scalability from the outset, along with plans to address unique needs in different settlements, positions it for expansion and replication in other regions, thus extending the positive impact of its sustainable cooking and environmental initiatives. These strategic efforts and future plans contribute to the overall sustainability and potential for growth and replication of the Camp+ project.
- Recommendations for similar initiatives emphasize adopting a multifaceted strategy that considers affordability, community involvement, and ongoing maintenance. Establishing sales points or innovation hubs and cultivating partnerships with local entities can bolster acceptance and accessibility. Prioritizing community needs and integrating economic viability within the project's framework can also strengthen long-term sustainability.

5.6 Giving back Rights to more People through Digital Transformation

The Norwegian Refugee Council's (NRC) Information, counseling and legal services programs (ICLA) aims to enable people affected by displacement to claim and exercise their rights and to find lasting solutions. ICLA also aims to prevent displacement for those at risk. ICLA activities are implemented in accordance with international humanitarian protection standards and principles. They promote understanding and respect for the rights of affected people and the obligations of duty bearers under international law. People affected by displacement may be forced to abandon their homes and livelihoods, and often lose enjoyment of a range of rights. They are frequently at risk of multiple displacement, and may face obstacles to finding durable solutions.

Digital ICLA has been one of the early projects in HIP's portfolio. It set out to reimagine ICLA services digitally. NRC applied for funds in the very first round of calls, having already been exploring cooperation with a number of private sector companies, and had undertaken an ambitious exploration, imagining what a digitally transformed ICLA could look like. NRC subsequently had to take a step back to comply with the procedures for innovative procurement and arrive at more feasible ambitions. Over the past several years, as the need of digital ICLA has evolved, most of the private sector companies involved with digital ICLA originally have been replaced by new companies. Following the relaunch of the RfP, the project embarked on its current trajectory.

<i>Countries</i>	<i>Key Innovations</i>	<i>Project grant</i>
<i>Lebanon, Ukraine, Jordan (Iraq, Sudan, Moldova and Syria underway)</i>	<i>A content management system and web-based platform for ICLA, connected to social media outreach- and chatbot modalities</i>	<i>3 000 000 NOK</i>

5.6.1 Innovation Introduction

NRC's ICLA-work is typically highly labor intensive and specialized, steeped in national law and regulations; and always context-dependent and highly conflict sensitive. In some countries, there is hardly anyone but NRC's ICLA lawyers able to assist in matters of refugee law. This creates a need to bridge an important supply-demand problem. Digital ICLA addresses this by creating a content management system coined with digital modalities of outreach and assistance.

The project's innovation is made up of a digital ICLA platform called KOBLO which allows NRC to reach an exponentially higher number of people in need through people accessing information on the website and interacting with a chatbot. The website provides more elaborate information whereas the chatbot is essentially a multiple choice decision tree that provides more to-the-point information.

Many can find their questions answered sufficiently through KOBLO, reducing refugees' and IDPs' need to spend time and resources to find this information on their own, and potentially also putting themselves at risk in the process due to misinformation. KOBLO provides legal aid workers the necessary tools to address rumors and misinformation.

The platform also facilitates inquiries, guidance and referrals on a range of ICLA-themes. Registering on KOBLI, as an optional feature, allows the user to benefit from uploading confidential information in a secure online storage, participate in the case management and keep track of their progress in the guided path for their specific case. Users can connect with a case worker at NRC through KOBLI web page or WhatsApp, and get individual counseling with a lawyer. The data protection aspect of KOBLI is strict and subject to GDPR compliance. The platform is designed with an emphasis on self-help tools to provide the target population with autonomy.

NRC has retained ownership and is driving the innovation interacting with multiple private sector actors. By integrating different technologies, KOBLI is the link that brings all of these actors together. Currently, Twilio, UIB, WhatsApp, Meta are important partners. AMT has been the developer of KOBLI. It was crucial that the relaunched RfP had been a thoroughly prepared and comprehensive document. This put the project on the right track with the current developer. According to the developer they see many undeveloped RfPs, and things that are left out oftentimes lead to misunderstandings and surprises. The impression from the private sector side mirrors the humanitarian actor in the sense that there is a curiosity about the humanitarian sector as a market, it is seen as interesting but risky.

5.6.2 Impact Assessment

Consolidated Learning

The project undertook two needs assessment pilots, the first one in Iraq (2019) and the second one in Lebanon (2021-22). The purpose of these assessments was to identify pain points and areas where digital tools could improve efficiency. In Lebanon, Syrian and Palestinian refugees were surveyed, providing valuable information on internet access, tech literacy and preferences on sources of information, especially regarding legal issues. A separate survey was designed for ICLA staff for information on pain points and the potential for digital solutions as well as internet access and connectivity. Then, the team conducted a limited pilot in Columbia in 2021 to decide on the adequacy of off-shelf solutions. KOBLI was developed in close collaboration with the field teams, particularly the ICLA team in Lebanon.

The KOBLI Lebanon website went live in January 2023, based on the findings from the aforementioned needs assessments and data collection about internet usage among the target population. NRC used Facebook ads because the key audience is there. Data is expensive in Lebanon, but internet providers offer data bundles for WhatsApp and many opt for these bundles based on affordability. NRC could thus use Facebook ads with links to the chatbot on WhatsApp. An important part of the work is simplifying legal language into layperson terms. Many legal terms are crucial and can not be simplified or supplanted, which means definitions and explanations had to be carefully crafted to make the meaning accessible to users. The experiences in Lebanon are transferable lessons that guide the expansion of KOBLI to other countries.

Comparative Improvement

While the project needs more time to assess the quality and effectiveness in terms of achieving long term outcomes, digital ICLA services through KOBLI has so far led to significant comparative improvements in efficiency; the platform is instrumental in reaching exponentially

more people in need, albeit with a limited range of ICLA-themed services. This is fundamentally the primary merit of innovation.

In Lebanon relevant metrics paint an overall favorable picture. Within the first 12 months of its launch, KOBILI-Lebanon reached an estimated 75,000 unique individuals from the target population. This in addition to the 15,000 unique users visiting the KOBILI WhatsApp channel within a 6 month time period. On average, KOBILI-Lebanon visitors spent 2.5 minutes on the website, explored 5 different pages and returned three times to the site. For comparison, a visit lasting more than a minute is generally considered a meaningful interaction in the context of online platforms or websites. According to the country programme, from the end of January to the end of October, 80% of users were routed to the site from Facebook ads. In turn, this generated 1900 active unique inquiries, meaning people who have reached out to ask for support and help. A thousand of these were actively assisted either by receiving counseling or being offered other forms of assistance and follow-up such as referrals to other NGOs or UN agencies. However, the users have been overwhelmingly male – 90%. NRC therefore implemented ads targeting women only. This had a significant impact in Mount Lebanon and the North of the country. UNHCR has been invited to review the platform also in order to help spread the word. In terms of usage the platform is susceptible to in-country crises and regional developments.

Uptake

In short, one could argue the need for KOBILI is huge, but the scalability and diffusion of the innovation is demanding due to the labor-intensive effort it is to populate the website with legal information. KOBILI is based on a simplified form of web development requiring limited knowledge and experience within web development and programming. The creation of legal content, as well as the review and update of this information, however, is both time and resource demanding. Yet, as this is already central to the work of ICLA, KOBILI allows ICLA to multiply the impact of its programs by disseminating the information through the website. The project aims at expanding to ten countries by the end of 2024, extending KOBILI to other partners and NGOs and possibly using the platform for other NRC core competencies, for example cash. The project is also developing an offline capability for some of the features of KOBILI.

5.6.3 Key Lessons Learned

- Put effort into making comprehensive RfPs for digital transformation projects and have in-house capacity available to manage private sector partnerships.
- Know your audience: It has proven crucial to assess and examine the target groups' media consumption on the background of internet service provision and economic factors. Knowing how media is consumed, what is regarded as trusted and authoritative sources in the eyes of the audience is key.
- Adapt outreach and advertising with care and do-no-harm perspectives in mind. There are considerations to be made, especially in areas where parts of the host population could be antagonistic to the target groups, and react negatively when seeing service provision they themselves are not eligible for, advertised.
- Have content be reviewed widely by both legal and non-legal teams in order to ensure accessibility and accuracy.

- Be aware of gendered aspects of tech literacy and access and take measures to boost equal utilization.

6. Future Roadmap

We find that the approach to measuring impact introduced in this evaluation can benefit HIP as a program, while keeping its stature and reputation as a lean and constructive donor intact. Applying the three dimensions of impact – consolidated learning, comparative improvement and uptake – is a more elegant and effective way of telling the story of impact, rather than counting solutions or projects progressing through InnoLab and the Scaling program.

Summing up, the indicator tool developed and piloted in the course of this evaluation assignment has three main elements:

- **Criteria for indicator development** which lay out important considerations
- The **survey tools** which includes the operationalization of the three impact indicators (along with other salient questions)
- **Indicator menu** at outcome level for the projects (to be agreed in the project results frameworks based on relevance)

This tool package should be subject to refinement and adjustments and be weaved into HIP's way of working:

- 1) In lieu of a full-fledged strategy, HIP should review its strategic goals and develop a set of intermediate outcomes that are linked to the impact approach
- 2) Review and refine the survey tool used to measure the three dimensions of impact
- 3) Decide on how and when surveys should be sent out (default: end of project)
- 4) Decide on how the indicator menu should be introduced to funded projects, possibly through a collaborative process between IN and the grantees during contract negotiations
- 5) Formulate an overall stated purpose of the tool, which would then be the centerpiece of the program's monitoring and evaluation policy

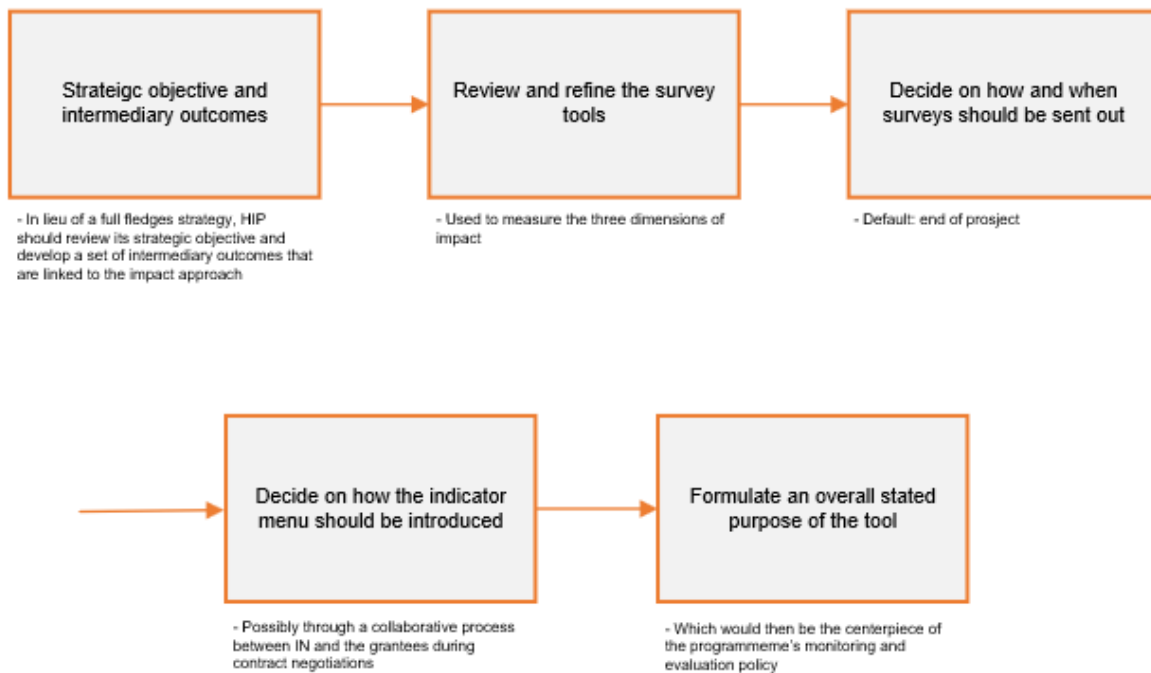


Figure 7: Roadmap for HIP

Two distinct sets of indicators are presented for use within HIP.

The first set comprises project outcome indicators, functioning as a flexible menu of metrics for tracking the outcomes of individual projects. It is crucial to acknowledge that not all indicators within this set will apply to every project and that projects should add additional metrics to gauge their success. Hence, determining their relevance could be part of the contract negotiation process. This tailored approach ensures alignment between chosen indicators and individual project goals, acknowledging the diversity of initiatives. As a consequence of this selective approach, the results obtained from these indicators may not be easily aggregated due to the variability in the indicators chosen for different projects.

The second set of indicators aims to assess the overall innovation impact across the entirety of the project portfolio, focusing on three impact dimensions. It is important to recognize that the "uptake" dimension will inherently register as 0 for projects participating in the InnoLab program.

Regarding reporting frequency, we propose that projects report on these indicators only at the conclusion of the project. This approach ensures that assessments capture the full scope of the project's impact.

To maintain objectivity and prevent overly subjective self-evaluation, IN could consider introducing a requirement for all partners in a project to jointly score the impact dimensions, assuming that this intersubjective approach might mitigate biased evaluations. Additionally, IN could introduce a clause in its project contracts allowing it to randomly select projects for verification of their scoring, not as punitive measures but as a quality control mechanism. This process aims to uphold the integrity and reliability of the evaluation process without imposing undue penalties on the projects.

Project outcome indicator menu

Effects on beneficiaries or the environment	
Reach: Measure the number of beneficiaries ⁷ of products or services due to the innovation in projects that are in the scaling phase. Applies only to products or services delivered directly to beneficiaries. Each project should agree with IN on a definition of <i>direct beneficiary</i> .	Number of direct beneficiaries of the innovation
Beneficiary experience/satisfaction: Conduct user surveys to assess the satisfaction and feedback regarding the innovation. Answer to be given on a scale.	Share of direct beneficiaries satisfied with the innovation.
	Share of direct beneficiaries willing to recommend the innovation to others
Quality of life: Collect data on changes in the quality of life when it comes to health, education, income, or other variables <u>depending on the focus of the projects</u> . It can also include environmental impact metrics.	Share of beneficiaries with improved health outcomes (e.g., reduced malnutrition)
	Share of beneficiaries with access to clean water and sanitation facilities (before/after)
	CO ₂ emissions reduced or avoided (in tons CO ₂)
	Waste reduced (in tons of waste)
Effects on innovating organizations and the sector	
Intellectual property registration: Measure the submission and granting of intellectual property rights for innovations funded by the program.	Number of HIP-funded innovations submitted for intellectual property registration
	Number of HIP-funded innovations granted Intellectual Property Protection
Efficiency: Measure how the innovation has improved the efficiency of the organization's processes or service delivery.	Time required to deliver services or products (before/after)
	Estimated cost saving per beneficiary due to the innovation

⁷ In addition to reporting on beneficiaries who are people affected by crisis or conflict, projects could report on primary beneficiaries – those who benefit directly from an innovation but are not affected people; in many cases, humanitarian staff are the primary beneficiaries.

Partnerships: Measure the extent to which the innovation has facilitated lasting partnerships with the private sector.	Number of humanitarian/private sector partnerships continuing after project completion
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Implementation progress indicators

Number of new innovation partnerships established (for both InnoLab and Scaling)
Number of new solutions developed at the conceptual level (InnoLab)
Number of new solutions achieving proof of concept (InnoLab)

Impact indicators

0 points	1-2 points	3-5 points	6-8 points	9-10 points
Consolidated learning				
<u>No consolidated learning</u> No structured learning activities. No internal or external evaluations. No observable behavioral changes. No contributions to the thematic field.	<u>Basic consolidated learning</u> Limited internal discussions or knowledge sharing. Initial behavioral changes, not widespread. Basic internal reviews, some lessons learned. No thematic field contributions.	<u>Moderate consolidated learning</u> Conducts structured learning activities. Observable behavioral changes in some areas. Comprehensive internal reviews identified improvements. Substantial thematic field contributions.	<u>Advanced consolidated learning</u> Organization-wide learning initiatives, widespread behavioral changes. External evaluations, valuable insights, and recommendations. Active contributions to the thematic field. Recognized improvements and best practices adoption.	<u>Exceptional consolidated learning</u> Sets industry standards and benchmarks. Culture of continuous learning and innovation. Comprehensive internal and external evaluations. Significant advancements in the thematic field.
Comparative improvement				
<u>No comparative improvement</u> No measurable improvement compared to existing methods. Lack of data or evidence for improvements.	<u>Minimal comparative improvement</u> Minor improvements in one aspect (effectiveness, efficiency, or quality). Limited supporting data or anecdotal evidence.	<u>Moderate comparative improvement</u> Moderate improvements in at least two of: effectiveness, efficiency, or quality. Supported by data, measurable impact.	<u>Significant comparative improvement</u> Significant improvements in effectiveness, efficiency, and quality. Strong data and metrics confirm clear advantages.	<u>Exceptional comparative improvement</u> Sets new standards in effectiveness, efficiency, and quality.

Similar outcomes to existing solutions or ineffective.	Partially addresses the problem with limited impact.	Outperforms existing solutions in specific areas, with some limitations.	Comprehensive solution with substantial benefits.	Extensive data, case studies, and testimonials show transformative impact. Widely recognized as a best practice and a model for the field.
Uptake				
<u>No adoption</u> No external adoption. No early adopters or partnerships. Not used in humanitarian response.	<u>Limited adoption</u> Limited early adopters or sector adoption. Moderate achievement, limited in volume or spread. Some partnerships, limited impact. Anecdotal use in humanitarian response.	<u>Moderate adoption</u> Adopted by early adopters in various sectors. Moderate adoption volume, mixed spread. Partnerships with private and humanitarian organizations. Distinguishes end-users from primary beneficiaries.	<u>Significant adoption</u> Widely adopted across sectors and markets. High volume, extensive spread. Strong partnerships with private and humanitarian sectors. Distinguishes end-users from primary beneficiaries.	<u>Exceptional adoption</u> Achieves industry standard status. Exceptionally high adoption volume, widespread spread. Strategic partnerships with major players. Clear distinction between end-users and primary beneficiaries.



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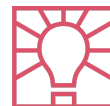
Make a difference



Care



Work together



Reimagine the
possible

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