





LETTERS

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Innovation Quarterly may edit your submissions and may publish them in upcoming issues.

Dear Editor.

disagreed with several points within the 'creating an innovation ecosystem in Uganda' article.

Whilst I enjoyed the analysis, I found 1 point in particular to be irksome: Creating an innovation ecosystem. The innovation ecosystem in Uganda has existed for a long time. Just because innovation hubs have started to pop up doesn't mean innovation wasn't already developing. There's a danger that innovation starts to only be 'realised' when western models of innovation arrive.

Anonymous

I absolutely agree that we need to expand and deepen our methodology for engaging communities we serve. Arts based tools (mapping, drawing, poetry, music, theatre) and games are all powerful tools for digging into complex and sensitive issues. I've found some of the work in the qualitative research world particularly helpful, such as the fabulous book by Patricia Leavy, "Method Meets Arts". E.g. I did an exercise with youth using social mapping exercise, where youth drew and mapped out social networks, people of influence (positive and negative), points of interaction, etc.. It yielded such rich information about peer pressure, recruitment into armed groups, role models, influence on health behaviours, etc. Very much doubt this information would've emerged through a focus group discussion. It's important that we provide solid training on HOW to do this, though, so staff are comfortable with using new tools and are energized to try them out.

- Mary Tangelder

This piece immediately resonated with me. The process of or approach to innovation described here could be easily transferred to places where state agencies assume the role of responding to/

solving social challenges. Our countries, especially those of us in the geo-political south, need innovation more than anything else. Please do continue sharing with us.

- Ards Sards

This is truly wonderful stuff! Thank you so much for your inspiration, hard work, and most importantly – candor. Innovation can certainly be painful, but it's a heck of a lot easier when you're in good company and can share stories. Thanks again!

- Matt Vincent

Great insight; I really like how you told it with creativity and humbleness. I saw similar innovations happening at the Ritsona refugee camp in Greece when setting up wi-fi there. Inspect and adapt.

Anonymous

I enjoyed reading the defining principles of Radical Openness in partnerships in the last edition of IQ. However, I feel some of these principles may be a little naïve – for example principle 4: Kill your Ego and the desire for visibility. Often the agency branding/logo 'warfare' is less about an organisation's ego and more related to donor requirements. I think the article downplays the role that donors have in this sense.

While the piece highlights the importance of engaging 'non-traditional partners' and the benefits of working in the open – I would have liked more practical guidance on how to identify and leverage existing capabilities and partners at local level.

- Anonymous

ABOUT UNHCR INNOVATION

UNHCR Innovation partners with people inside and outside of UNHCR to innovate with and for refugees.

We work collaboratively with refugees, academia, and the private sector to creatively address challenges faced by uprooted or stateless people worldwide. Whether it's co-developing mobile tracking technology for distributing supplies with UPS, or applying IKEA's flat-pack principles to designing shelter, if there's a more efficient, more sustainable way to meet refugees' needs, we will find it, learn from it, and promote it.

innovation.unhcr.org

PHOTO CREDITS

CALL FOR CONTRIBUTORS

We're always looking for great stories, ideas, and opinions on innovations that are led by or create impact for refugees. If you have one to share with us send us an email at innovation@unhcr.org

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ISSUE 3 | SEPTEMBER 2016



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By **Emilia Saarelainen** Innovation Fellowship Program Manager As major emergencies and crises continue to proliferate and change the humanitarian filed, UNHCR keeps evolving and adapting. But since any organization is comprised of its people, it is they who must be flexible and open-minded, versatile and creative. In this sector, people cannot only be smart and informed; they must be adaptable and innovative too.

t its best, lifelong learning helps create such professionals. Lifelong learning implies an ongoing and self-motivated pursuit of knowledge, but at UNHCR's Global Learning Center, the term has teeth. The learning it offers is targeted toward UNHCR staff needs, applicable to their work, flexible to accommodate schedules that skip across time zones, respectful of different learning styles, experiential and practical.

The kind of education it offers goes beyond the traditional transmission of knowledge and information. It keeps a focus on soft skills and how to use that knowledge and information to innovate. This kind of learning is about connecting the dots: gaining new understanding and making connections between things that may have seemed unrelated before.

The humanitarian field is in special need of professionals who embody this kind of approach, and who take life-long learning to heart. Today's UNHCR staff/affiliate workforce member works in very complex situations that demand innovative thinking and deep resourcefulness. And the fact that UNHCR has the kind of rotations that send people from Burundi to Brazil means staff benefit from continuing to learn all the time. Individuals who engage in life-long learning are able to develop their creative capacity, their problem solving and their willingness to experiment.

The same can be said for UNHCR as an organization. At the distinguished age

of 66, it has clout and respect, has enjoyed success and good relationships. But in an ever-changing world it needs new solutions, new partners and new ways of working.

But can you teach an organization, through its people, to be flexible? To be comfortable with failure? To be more inclusive, more responsive, more daring?

It was a fortuitous accident and some sloppy lab practices that led Alexander Fleming to discover penicillin. Sheer ambition and bravado drove the Wright brothers to address "the flying problem." And Edison's famous quote about finding 10,000 ways not to make a light bulb revealed his view of failure as one of his greatest tools.

Innovation often begins with that willingness to be creative in the way children are as they try tings with confidence, not embarrassed or fearful about the potential consequences of being wrong or unsuccessful.

We grow away from that as adults. From the first incorrect answer in school we begin thinking a little longer about whether we are right before we raise a hand to answer the next question. But learning how to take an innovative approach, even if success is not immediate, gives UNHCR staff the tools and techniques they can use as they seek new solutions to the challenges and problems they face very day.

Learning to innovate helps us grow and contribute as professionals, helps the organization improve, and directly contributes to better serving refugees. That's because the innovation approach is collaborative and

iterative. Solutions are not developed in isolation, but rather they engage refugees and other people of concern and stakeholders in finding possible answers, testing them out and refining them in a way that meets everyone's needs

That kind of process requires certain skills that can be learned, and the process itself can be quite an education. It is chaotic and full of uncertainty and almost never linear. Going through it requires a certain mind set, and a willingness to leave one's comfort zone, take risks and have a little faith that the results will be worth it.

The Innovation Fellowship is a great example. This opportunity supports Fellows as they learn new skills, innovate within their own operations and try out new things. It offers them a way to practice new approaches and a safe space to fail. The projects they work on are often highly successful, but the process they learn and share with colleagues is just as valuable.

As catalysts in their own operations, the Fellowship is a great opportunity for others at their duty stations to benefit from exposure to that innovation training and skill-set and support.

In Côte d'Ivoire for example, an Innovation Fellow is engaging his operation in addressing a challenge related to statelessness. The operation is very supportive, and realizes the mutual benefit of finding a solution. That Fellow just held a two-day workshop and invited colleagues from field offices, government, civil society, and former

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"...learning how to take an innovative approach, even if success is not immediate, gives UNHCR staff the tools and techniques they can use as they seek new solutions to the challenges and problems they face every day."

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"Lifelong learning implies an ongoing and self-motivated pursuit of knowledge"



stateless people. Together, they used the innovation methodology to identify the challenges and possible solutions, which will be tested out as a result of their collaboration. Workshop participants seemed to appreciate the approach, and bringing people with a new possibilities for meaningful solutions. variety of backgrounds together to address a common issue will likely lead to answers that are better informed, more effective and more sustainable.

If everyone at UNHCR took an innovation approach in their work, there might initially be a lot more failure. But it would be the good kind of failure: quick and cheap, with immediate feedback that leads to important

changes before something gets too big. And it would light the way to the next round of ideas, and the next, until the whole organization was comfortable ideating together, learning from the ups and downs and seeing



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"Innovation often begins with that willingness to be creative in the way children are as they try tings with confidence, not embarrassed or fearful about the potential consequences of being wrong or unsuccessful."





By Valentina Duque Durable Solutions Associate



It's an extraordinary learning experience.

The Innovation Fellowship is an integral learning experience that brings together a perfect balance between theory and practice. You will learn about human-centered design, prototyping, change management, presentation skills, among others. During the Innovation Fellowship, you will be trained on very diverse concepts and skills that will help you turn innovation into reality.



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You have the chance to meet amazing people It reminds you the importance of teamwork. and learn from them.

The Innovation Fellowship is a unique experience to connect with like-minded people who also desire to try new things in new ways. The fellow Innovation Fellows, the Innovation team, the mentors from the Innovation Circle, ALL of them are extraordinary people from whom you can learn many things.



It opens up your mind.

Some key phrases of the Innovation Fellowship are "there are no silly ideas", "every voice counts", "test your assumptions" "get your ideas out of your head into the physical world"... the truth is that through this experience you will have the chance to reflect about things you haven't thought before, you will be reminded about the importance of listening and observing, and you will definitely will go through very diverse feelings (excitement or even frustration), which are also part of this learning experience.





One of the first comments I heard in the inaugural innovation workshop was "you can't do it alone", and this is absolutely true. Innovation is about collaboration, synergies, working together, and sharing. Therefore through the Innovation Fellowship you will probably work with new people, organizations, and partners.



It represents a motivation to continue doing the best you can as a humanitarian worker.

Even though sometimes you will need to work extra hours, the Innovation Fellowship represents a motivation rather than an additional burden. The Innovation Fellowship encourages you to continue giving your best for the people you serve, and to try new things to solve the challenges they face.





You understand not only what innovation is but also what innovation does.

You will understand what innovation is about in theory and what innovation is in reality. It's very exciting to see how the new ideas and approaches transform into something tangible you can test and scale-up.



"The Innovation Fellowship encourages you to continue giving your best for the people you serve, and to try new things to solve the challenges they face."

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You feel supported and heard.

UNHCR Innovation is a group of amazing colleagues who will listen, inspire, and guide you throughout the year. They are extraordinary trainers and facilitators, always willing to help you out whenever you need.



You do things you never thought you would do (amazing things!).

The innovation workshops are hilarious. You will find yourself doing amazing things, from playing around with a marshmallow, to shooting pictures with strangers somewhere in the middle of Bangkok. Get ready, because the innovation trainings are unforgettable experiences!



And finally...the Innovation Fellowship is SUPER FUN.

Last but not least, you can be sure of one thing: you will have LOTS of fun with the fellow Innovation Fellows and UNHCR Innovation. This Fellowship shows you the importance of having a good time when it comes to innovation.



What is it like to be an Innovation Fellow?



Since its launch in 2013, almost 70 UNHCR colleagues have been accepted into the Innovation Fellowship program. Here's what some of the have to say about the Fellowship Experience.



"For me the process was very important – more important than the technology."

Samuel Gonzaga Senior WASH Officer Innovation Fellow 2014



"Start early right after by discussing with your head of office, sub office or field office to agree on a theme for your challenge. Let go of any preconceived idea during this discussion on what area you wanted to focus on."

Alpha Diallo

Admin/Finance Officer Innovation Fellow 2016



"The UNHCR Innovation Fellowship program is a spring board opportunity to break the shells of using untested ideas, and replacing them with iterated solutions to alleviate the unmet needs of millions of refugees."

Simeneh Gebeyehu

Assistant WASH Officer Innovation Fellow 2016



"The Innovation Fellowship has been a great learning experience. The Innovation Fellowship has provided me with an environment to come up with a concept, test it and even implement it. With this training and all the support from the Innovation team, I feel confident to go out and test my ideas. I learned that we don't always have to be 100% right, and even failing is okay, because innovation is a process."

Pintu Agrawal

Assistant Operations Data Management Officer Innovation Fellow 2015



"I would advise to discover refugee's innovations first. Some refugees are so innovative and creative that they initiate innovation projects by themselves. In Nyarugusu, we have a refugee radio station, phone charger station, movie theater and so on. We sometimes need to be humble and learn from their innovative projects before commencing ours."

Rina Komiya

Associate Protection Officer Innovation Fellow 2016



"I learned to develop an open mind and spirit, to allow ideas to flow, develop and mature. I learned to connect experiences and synthesize new things. I learned to do things differently in a safe and fun learning environment. If you want to have an impact on refugee lives and be part of the change, please join us - Innovation is the future."

Rita-Flora Kevorkian

Assistant Community Services Officer Innovation Fellow 2015



"Working in an emergency situation presents many unsolved challenges you have to deal with on a daily basis. This program helps in opening windows of opportunities to each Fellow and participating operation by learning how to find solutions with limited resources, it is a continual and vivid learning experience with a widespread impact."

Randa Quodsi

Senior Community Services Assistant Innovation Fellow 2016 Call for Contributors

Wanted: Your stories of innovation!

We're always looking for stories, ideas, and opinions on innovations that are led by or create impact for refugees. Sharing innovations that you've tried or tested can help other colleagues who might be looking for ideas to solve a similar challenge.

If you have a story or idea to share, send an email to innovation@unhcr.org

By Simeneh Gebeyehu Assistant WASH Officer **UNHCR Innovation Fellow 2016**

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Instead of seeing waste as a problem, I took it as the opportunity to find new ways to assist refugees. 77

Hygiene (WASH) Officer, I am constantly reminded of the unmet needs of the refugee population. I work in UNHCR's Assosa sub-country office in Ethiopia, where I'm responsible for developing strategies and UNHCR Budapest team, during which for water systems, waste disposal, energy the basics of the innovation process were and environment for four refugee camps shared with my colleagues. We looked at located near the Sudanese border. Solid the specific challenges faced by our sub-ofwaste disposal has been a challenge here fice, identified the needs of the refugee for many years, and with dwindling finan- population, and analyzed how the innovacial resources at our disposal, we have no tion process could help us come up with choice but to start thinking of more cost-effective and durable solutions.

took it as the opportunity to find new ways to assist refugees. In 2014 I started working on a plan to use solid waste to manufacture briguettes for cooking. This "wasteto-value" initiative would not only address waste disposal, but also energy, environ- different initiatives in Ethiopia dealing with mental protection and livelihoods. A few months later, I was fortunate to be selected as an Innovation Fellow to develop my project.

In January 2016, the Innovation Fellows met in Bangkok for a week-long workshop, where I learned how to define my challenges, generate ideas, prototype and scale up my projects. This was a real paradigm shift for me, because learning about innovation brought me to think very differently about working with refugees. I realized that the existing framework for assisting refugees doesn't leave much room for thinking outside the box and for self-criticism. This means we risk replicating the same mistakes, or not prepare adequately for change. By contrast, the innovation process allows us to think independently and address problems in a very efficient and timely manner. People understandably enjoy working within their comfort zone, but this leaves little room for our ideas to be criticized and challenged.

After completing the workshop, I thought the entire Assosa operation could benefit from incorporating the innovation

s an Assistant Water, Sanitation and process into our activities. This meant that staff had to undergo their own training. That is how UNHCR Assosa hosted a two-day workshop in May 2016 in collaboration with UNHCR Ethiopia, UNHCR Assosa durable solutions. In the end, we developed an action plan whereby all the heads Instead of seeing waste as a problem, I of sectors and field units committed to working on their own challenge and submit their respective solutions by October 2016. We were lucky enough to be able to rely on the experience of four Innovation Fellows, including myself, who have been working on sanitation, energy, environment and livelihoods. This is giving us invaluable insights into how innovation can be applied to the Ethiopian context.

The workshop has already led to concrete actions. For instance, our operation had budgeted to build 15 family latrines in three different camps as a way to improve sanitation, yet we knew this wasn't enough to meet the needs of thousands of households. By using the innovation process, we changed our strategy and decided to focus on delivering latrine slabs to families and let them build the overall latrine structure. This enabled us to plan for a total of 882 latrines, resulting in considerable cost savings for the operation. The latrines should be built by the end of the year.

By using the experience of previous and current Innovation Fellows in Ethiopia, as well as incentivizing our staff to use these new tools and techniques, I'm hoping Assosa will become a model operation in the innovation process for the entire region, and perhaps later on at a global level.



By **Samuel Cheung** Senior Protection Officer UNHCR Innovation Fellow 2016

Why the Syria crisis needs the private sector now



Have a comment on this article? Write to the editor at innovation@unhcr.org Pracing myself for the long haul 17-hour flight to San Francisco from Beirut, I finally have a moment of pause to reflect on the magnitude of the Syria crisis. More than 4 million refugees have fled the conflict in Syria to neighboring countries. That includes 1.2 million Syrians who have sought refuge in Lebanon, a tiny country of only 4 million persons. There are no formal camps in Lebanon, which means that one of the greatest needs for refugees is the challenge of finding safe and adequate shelter.

Challenge of finding adequate and affordable housing

Expecting a country like Lebanon – or any country for that matter – to house a population increase of nearly one-third would be beyond anyone's reasonable imagination. At the same time, the shelter needs of refugees are also beyond the response capacity of the international humanitarian community – despite interventions ranging from rehabilitation, weatherproofing to site improvement.

Instead, refugees must deal with the uncertain market. With the crisis now past its third year, most refugees are not staying with hosts free-of-charge. Instead, 81% of refugees rent their accommodation, in a housing market where demand for affordable and

decent shelter often exceeds the available supply. This leads to new housing options in non-traditional settings, such as by erecting tents on vacant lands, renting out garages or worksites or occupying unfinished buildings.

Refugees are forced to navigate their way through a housing market that is still untested and where pricing and competition have not yet stabilized. One recent assessment found that for 41% of Syrians in Lebanon, affordable shelter is not adequate and adequate shelter is simply not affordable. A recent shelter survey confirmed that more refugees live in insecure accommodation (55%) than in secure accommodation, an increase of 15% compared to last year.

From Beirut to San Francisco

With these thoughts swirling in my mind, a trip to San Francisco representing UNHCR became a golden opportunity to explore whether public-private partnerships might be able to help meet the needs of refugees in the Syria crisis. As part of the World Humanitarian Summit, the UN had organized a Business Consultation on Innovation to identify ways to maximize the power of innovation and technology through greater public-private partnerships in emergencies. The event was being held in San Francisco,

with participants from leading Bay Area and Silicon Valley companies, including Google, Facebook, Yahoo!, LinkedIn, Cisco, Visa, and many others. The list of companies was impressive, not only because of their brand names but because of their global reach involving not just millions, but billions of people around the world.

Even better was that the consultations were being hosted by Airbnb, a company whose innovative business model, which connects hosts wishing to rent their property short-term with guests looking for a nice place to stay, had led to astronomical growth and expansion around the world. The opportunities for synergy and innovation were staring at me in the face.

"Refugees need a better way to find adequate and affordable housing, including information on facilities available, neighborhood safety and pricing, in order to make their most informed rental choice."

At the same time, hosts with property need an easier way to find prospective guests – particularly with non-traditional types of property – as well as an incentive to provide the best value for money.

Arriving at Airbnb's headquarters, a warehouse in San Francisco's SoMa neighborhood converted into a hip yet eclectic design space that oozes openness, collaboration

and creativity, I could not help but feel optimistic about the potentials for partnering in innovation. Discussions during the consultations were optimistic and hopeful, yet realistic regarding the challenge of finding a common approach for private sector companies to apply their core business skills, assets, and comparative advantages to make a difference in the humanitarian sector. I urged the participants to take up this challenge to push the spectrum of public-private partnership from the first stage of charitable giving, to the next stage of collaborative problem-solving, and finally to the alignment of interests, which involves sustainable market-based solutions that simultaneously address humanitarian needs.

Prototyping the innovation process

UNHCR Innovation Fellows are taught to prototype, prototype and... prototype. What I'm learning is that prototyping also applies to finding the right models of collaboration and partnership, which can, in turn, lead to more innovation. Over a bustling lunch table in San Francisco, I began a conversation and thought process between Airbnb and UNHCR — two very different organizations, but both willing and interested in finding potential synergies and innovation — around

an issue that could and should bring us

Since that time, we have been exploring (and prototyping) possibilities for partnership around the issue of helping Syrian refugees in Lebanon better find affordable and adequate housing. There are many unknowns still to be explored, regarding the market dynamics in Lebanon, the core business model of Airbnb and exposure of private sector companies to real and tangible protection concerns of refugees. But the process has begun and the potential for partnership and innovation remains large.

Meanwhile back in Lebanon, my low fidelity prototyping continues. I recently sat with a group of refugees living in tents in the Bekaa, walking them through a mock-up mobile app to test their interest in providing online feedback on their housing experience.

"To my delight, even the 75-year old grandfather, who I am certain does not own a smartphone, smiled and pointed, saying "This is exactly what we need."

While I continue to prototype the potential global collaboration with Airbnb, for that grandfather in the Bekaa looking for a better home right now, even a homegrown web app could make all the difference.

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EMPOWERING REFUGEES TO **CREATE THEIR OWN HOUSING** SOLUTIONS

Putting refugees at the heart of local shelter design.

Tusif Sidik's vision of an efficient shelter program involves no sophisticated design, innovative material, or complex logistics. It's about putting refugees in charge of the process, using locally-sourced materials.

Sidik is a Senior Field Assistant in Ghana, working at the UNHCR Field Office of the Takoradi (FOTAK) duty station. FOTAK provides assistance to three refugee camps, including Ampain, a small refugee camp located in the western region of Ghana. Ampain camp hosts about 5000 persons of concern who left Ivory Coast during the unrest that followed the 2010 elections. While little is told about this crisis in mainstream media, the challenges faced by these refugees on a daily basis are not any less real.

Shelter has been a major concern from the start, as UNHCR ran out of tarpaulins during the emergency and resorted to using plastic sheets instead. These tents should have been replaced, but transitional shelters could only be provided to a few hundred families due to lack of funding. The remaining families are left living in tents that are deteriorating fast. "Their rooms are leaking, their tents are decaying, their bamboos are rotting," properly anymore."

But some refugees had taken the matter into their own hands, using local materials used by host communities to replace their tents. This led UNHCR to conduct a pilot program with a local partner that explored the potential of assisting refsticks, a popular material. Yet without proper skills

assistance, which made it difficult to scale up the

Sidik thought he could solve this challenge by setting up a training center where refugees could get the tools, training and assistance needed to build their own shelters using local materials. This improved "tool library" would make the shelter program considerably more cost-effective, and help spread building skills through peer education. Sidik launched his challenge on UNHCR Ideas, the agency's idea management platform, to receive feedback from the humanitarian community. The two winning ideas, which urged him to let the refugee community come up with their own solution and include them in all phases of the program, would come to play a decisive role in his project.

Through the Innovation Fellowship, Sidik gained the financial support and training necessary to develop his project.

Hearing other trainees talk about their projects was especially inspiring; he realized field operations were all experiencing similar challenges and needed to look for solutions that had never been tried before in order to move forward.

One day during the human-centered design Sidik explains. "Some of them can't even sleep training, participants were divided into pairs and were asked to design and then prototype a suitcase for each other with craft supplies like cardboard, scissors and glue. The exercise proved incredibly useful to build empathy (a key part of the human-centered design process), and to focus on the needs of the end-user. It also helped to ugees in building their own shelters with raffia palm understand team dynamics, and how to combine skills to work toward a final product. "The kind of and tools, refugees were still highly dependent on struggling we passed through in order to build our





suitcase was a unique experience," Sidik says. When he returned to Ampain, he replicated the exercise with refugees during a participative workshop, this time asking them to build a mock house.

Participants struggled just as much as he did, and eventually understood they would have to acquire basic masonry and carpentry skills to build better shelters. They liked the idea of a training center, because it would give them a greater sense of empowerment. Sidik learned that refugees had become wary of dealing with implementing partners, because it gave them no oversight of the way money was spent, or how materials were being sourced. And contrary to what he had assumed, they did not necessarily want to use raffia sticks, but were interested in working with sand and

Now in its prototyping phase, the new system will be tested throughout the first half of 2016. The training center will be built, equipped and staffed with refugee workers who can then pass on their skills to others. If successful, the initiative will be scaled up in Ampain and other camps in Ghana, and could eventually provide a new framework for designing transitional shelter programs - one that places persons of concern at the heart of the

Sidik thinks this new approach provides a welcome alternative to the top-down decision-making that can stifle innovation.

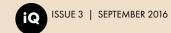
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"This was different from the training I've gone through before," he says of the boot camp he attended in Budapest. "They made us understand that all ideas are welcome, even those that will never be implemented."



Have a comment on to the editor at innovation@unhcr.org

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Innovation

This quiz, written by Holly Green, is adapted from a quiz of the same name that first appeared on forbes.com on December 6, 2011.

Test your Innovation IQ

Write True or False next to each of the sentences below. Check the answers on page 22.

- 1. Innovation is the act of coming up with new and creative ideas.
- 2. Innovation is a random process.
- 3. Innovation is the exclusive realm of a few naturally talented people.
- 4. The biggest obstacle to innovation is a lack of organizational resources and know-how.
- 5. The most important type of innovation involves bringing new products and services to market.
- 6. Teaching employees to think creatively will guarantee innovation.
- 7. The most powerful way to trigger your brain is to simply ask it a question.
- 8. Most organizations pursue incremental rather than disruptive innovation.
- 9. Listening to Persons of Concern is a great way to innovate.



These are some common words used when talking about humanitarian innovation. How many can you find in this word search?

- 1. Prototyping a preliminary model built to test a concept or process, or to act as a thing to be replicated or learned from.
- 2. Creativity the use of imagination or original ideas.
- 3. **Disruptive** disruptive innovation is an innovation that creates an entirely new market and value network, and eventually disrupts an existing market and value network.
- 4. Incremental incremental innovation is a series of small improvements made to existing products, services, or processes.
- 5. Ideas a thought or suggestion as to a possible course of action.
- 6. Ideation the creative process of generating, developing, and communicating new ideas.
- 7. Scale to 'grow' an innovation so that it can have a bigger impact without compromising efficiency or value. Scaling can happen in a number of ways. For example, an innovation can be replicated, meaning it's copied/adapted in other contexts.

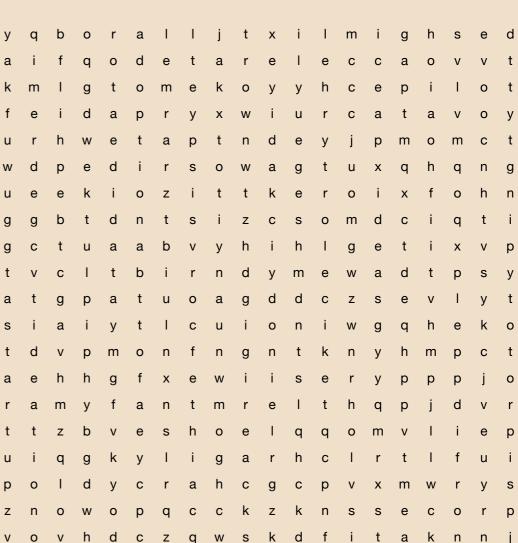
- efforts are made to find a solution to a specific problem by gathering a list of ideas spontaneously.
- 9. Prioritization the process of evaluating several ideas and selecting the best solution in terms of how appropriately it addresses the original challenge.
- 10. Startup a newly emerged entrepreneurial venture.
- 11. Technology tools and machines that may be used to solve real-world problems.
- 12. Pilot to test a plan or an idea before introducing it more widely.
- 13. Challenge a well defined problem that requires a solution.
- 14. Product An item or services created as a result of a process and serves a need or satisfies a want. Products can be physical or in virtual or cyber form.
- 15. Ideator a person who creates productive ideas.
- 16. Adoption the act of embracing innovative solutions and taking them on as one's own.

- 8. Brainstorm a group activity by which 17. Adaptation the process of adjusting a solution to better fit a particular context.
 - **18. Process** "Innovation is a process," is something you'll often hear. It's the process that first starts with defining a challenge, identifying solutions, testing and then refining those solutions, and finally, scaling them.
 - 19. Incubate to nurture new business models or ideas by helping them to survive and grow through the vulnerable early stages of development.
 - 20. Accelerate to guide new business models or ideas and prepare them for rapid growth.



- Prototyping
- 2. Creativity
- 3. Disruptive Incremental
- 4. 5. Ideas
- 6. Ideation
- Scale
- 8. Brainstorm
- 9. Prioritization
- 10. Startup 11. Technology
- 12. Pilot
- 13. Challenge
- 14. Product
- 15. Ideator
- 16. Adoption 17. Adaptation
- 18. Process
- 19. Incubate
- 20. Accelerate





Continued from page 20.



- Innovation is the act of coming up with new and creative ideas.
- Innovation is a random process.
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 The biggest obstacle to innovation is a lack of ational resources and know-how
- The most important type of innovation involves bringing new products and services to market.
- eaching employees to think creatively
- The most powerful way to trigger your
- brain is to simply ask it a question.

 Most organizations pursue incremental
- rather than disruptive innovation.
- Listening to Persons of Concern is

1. False.

Typically, innovation is the act of applying knowledge, new or old, to the creation of new processes, products, and services that have value for at least one of your stakeholder groups. The key word here is applying. Generating creative ideas is certainly part of the process. But in order to produce true innovation, you have to actually do 6. False. something different that has value.

2. False.

Innovation is a discipline that can (and should) be planned, measured, and managed. If left to chance, it won't happen.

3. False.

Everyone has the power to innovate by letting their brain wander, explore, connect, and see the world differently. The problem is that we're all running so fast that we fail to make time for the activities that allow our brains to see patterns and make connections. Such as pausing and wondering.... what if?

4. False.

In most organizations, the biggest obstacle to innovation is what people already know to be true. Whenever you're absolutely, positively sure you're right, any chance at meaningful innovation goes out the window.

5. False.

It's certainly important to bring new products and services to market. But the most important form of innovation, and the #1 challenge for today's leaders may really be reinventing the way we manage ourselves and our organizations.

New ideas are a dime a dozen. The hard part is turning those ideas into new products and services that Persons of Concern value — a process that requires knowledge about what they want and need, coupled with implementation.

7. True.

Ask a question and the brain responds instinctually to get closure. The key with innovation is to ask questions that open people to possibilities, new ways of looking at the same data, and new interpretations of the same old thing.

8. True.

Most organizations focus on using internally generated ideas to produce slightly better products or services (incremental innovation). Then they strive to implement those slightly better products and services as quickly and as cost-effectively as possible. This approach is quicker and cheaper than

disruptive innovation (an innovation that creates an entirely new market and value network, and eventually disrupts and existing market and value network). But it rarely generates the results that lead to sustainable

9. The answer is "it depends."

Research shows that users (in UNHCR's case, Persons of Concern) are a great source of ideas for improving existing products and services - if you're looking to achieve incremental innovation. However, by itself, user research is not sufficient for generating disruptive innovation because it only uncovers expressed, or known, user needs. Disruptive innovation solves problems that users didn't even know they had or were unable to clearly articulate. It redefines the market at a very fundamental level or, in many cases, creates a new market.

What's your score?

If you got 8 or more correct answers, give yourself a pat on the back. If you scored between 4 and 7, you might want to do some more research and work on these critical leadership skills. If you scored less than 4, take the quiz again and see if you can improve your score.

