I4C
INNOVATION FOR CRISIS

UNDP
Empowered lives.
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Ulkoministeriö
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Ministry for Foreign
Affairs of Finland

2019 I4C REGIONAL LEARNING EVENT:

INNOVATING FOR COLLABORATIVE SOLUTIONS

27th – 28th March 2019

DEAD SEA

Empowered lives.
Resilient nations.

Produced by the UNDP Sub-Regional Response Facility
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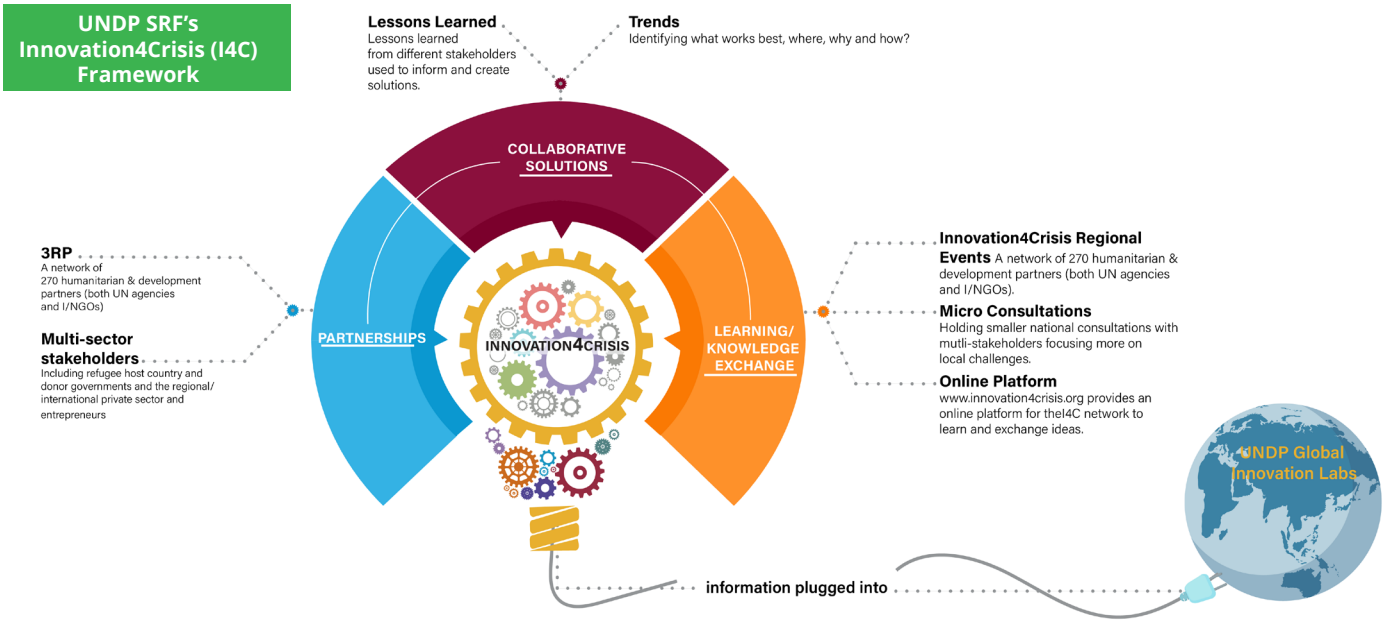
1 INTRODUCTION



The UNDP Sub-Regional Response Facility (UNDP-SRF) for the Syria crisis held its second-edition of the Innovation 4 Crisis (I4C) Regional Learning event on 27 and 28 March 2019 at the Dead Sea. Supported by the Government of Finland, the theme of this year's two-day event was *Innovating for Collaborative Solutions*.

The event explored how UN agencies, and local and international organisations respond to the protracted Syrian crisis across the sub-region and reinforced the importance of developing new partnerships and working across multiple sectors, particularly with the private sector, to ensure a well-coordinated response to the crisis.

The I4C Regional Learning event was attended by over 125 participants, from UN agencies and I/NGOS from Jordan, Iraq, Lebanon, Egypt and Syria; in addition to the participation of over 35 businesses from Finland. Participants shared their innovative work, got to know potential partners, and generated ten new, joint solutions to the refugee crisis that meet needs of refugees, host communities, local businesses and government authorities, NGOs and international organisations.

The aim of the event was three-fold, namely to:

1. Create partnerships between UN Agencies, NGOs, entrepreneurs, and businesses;
2. Generate concrete solutions that meet the needs of refugees, host communities, and governments that strengthen economies and support livelihoods, and;
3. Expand learning and capacity for innovation of UN agencies, NGOs, businesses and other key actors in the refugee & resilience response.

The event was preceded by two pre-workshops, one in Helsinki, Finland and one in Gaziantep, Turkey where, using a Human Centered Design approach, participants gained in-depth knowledge about the needs of refugees and host communities and generated innovation challenges that informed the agenda and the solutions developed at the Dead Sea. These pre-events were essential in creating a common language between private sector and public sector participants, improving the shared understanding between partners, and creating conditions for generative innovation.

This report presents an overview of the two-day learning event and highlights the lessons learned and the practical, innovative solutions generated as a result. It also provides an explanation of the methodology used to understand the needs and develop challenge statements.

The prototypes, nascent partnerships, and initial business models generated are ready to be taken to the next level through testing of assumptions in the business models and iterating a minimal viable product/service (MVP) in the field with support of an accelerator.

This learning event is a part of the overall UNDP-SRF framework as depicted in the above graphic. The UNDP-SRF engages in a range of activities to generate collaborative solutions, build partnerships, and facilitate learning and knowledge exchange. Working with key actors across the region, the UNDP-I4C's intention is to "shift the system" by catalyzing new relationships, building capacity of actors, and forging a new multi-sector system that creates conditions for transformation in the refugee response.

Leading up to the I4C, the UNDP-SRF convened many events. The first I4C Regional Learning Event was held in 2016. Similarly, Nordic Innovation Day (Helsinki, 2017) and the Regional Resilience and Private Sector Innovation Workshop (Amman, 2018) aimed to promote partnerships and innovative ways and approaches to respond to the crisis.

Similarly, UNDP-SRF's Innovation 4 Crisis platform provides a space for UN agencies, local and international organizations, social entrepreneurs, and businesses from across the region to connect, network, share knowledge and inspire smarter thinking by generating new joint-solutions and innovations to address the protracted crisis. For more information please visit: www.innovation4crisis.org

2 OFFICIAL OPENING

The opening of the I4C included passionate statements from 5 speakers that elaborated on their hopes for the I4C Learning Event and their broader visions on the response to the Syria crisis.

H.E. Elina Kalkku, the Finnish Under-Secretary of State for Development Cooperation and Development Policy, Africa and the Middle East, opened the regional event by thanking the government of Jordan for their efforts in responding the refugee crisis. 'We, as friends of Jordan, need to do our share. I would like to emphasize our appreciation to Jordan's generosity and efforts in hosting a large number of refugees and providing education and job opportunities for them and simultaneously, maintaining resilience and working for stability in the entire region' – stated H.E Kalkku.

H.E Kalkku stressed that whilst the response to the Syria crisis must be geared towards refugees, it must also focus on the resilience of host communities. 'We are happy of having been able to contribute to the development of the resilience-based-

approach and the changing conflict response paradigm, which has emerged' – said H.E Kalkku as she highlighted the role of Finland in the Syrian crisis response and reaffirmed Finland's support in advocating for the resilience of refugees and host communities. She concluded her opening remarks by inviting participants to do more in terms of finding and implementing innovative solutions to address the needs of the most vulnerable.

Yvonne Helle, the Manager of the Sub-regional Response Facility (SRF), underscored that we must continue to support skills development, expanded business markets, and strengthened economies, as these are all key to building resilience. She stated that we must understand the needs of all stakeholders and to engage with them collaboratively to generate and co-develop innovative solutions that go beyond the previous approaches.

Monica Noro, the UNHCR Deputy-Director for the Middle East and North Africa, emphasized that since its inception, the Regional Refugee and Resilience Plan (3RP) has been at the forefront of responding to the impact of the crisis that has affected refugees and host communities alike, bringing

together 270 partners to support all hosting governments in the region. She underlined the significance of the I4C in engaging the private sector in the Syria crisis response as it is critical in bringing new ideas and perspectives to the table, thereby evolving what has been done so far.

Sara Ferrer Olivella, the Resident Representative of UNDP Jordan, stressed that we need to co-create approaches and responses together in order to solve the crisis. She maintained that we should use Agenda 2030 as a framework to generate sustainable and inclusive solutions.

H.E. Tarja Fernández, the Ambassador of Finland to Jordan, advocated for integrating the private sector into the crisis response to create a new, innovative approach to the crisis. She urged Finnish companies to use this opportunity to network and forge partnerships with other participants and stakeholders.

3 PANEL: PARTNERSHIPS FOR INNOVATION

The panel on partnerships highlighted advances in NGO's and UN agency's capacity to work with diverse partners to innovate, incubate concrete solutions and take them to scale in accelerators. Co-creation with local actors, design sprints with partners, and learnings from partnerships with the private sector were discussed. The World Food Programme shared their active incubator programme with 35 projects, testing solutions through an impact evaluation and scaling up 8 of these with coordination to reach one million beneficiaries by 2020.

Panelists noted changing expectations of partners and new ways of working – piloting solutions with local partners, then adapting and learning as they are taken to scale. UNDP Syria shared their work in dialogue and collective action, taking stock of what's on the ground, drawing out local solutions, and encouraging private sector ownership in the process – building an ecosystem that includes access to financial markets and improves the economic system as a whole. No Lost Generation mentioned their learning from private sector's expertise in looking for gaps, finding opportunities, and turning them into workable solutions. They described how their work fostered systemic change by helping local private sector players engage with youth and adolescents to learn, earn and enable solutions.

The International Rescue Committee discussed their community innovation lab as well as efforts to help local firms engage employees and innovate. They work with 140 firms (many in QIZ economic zones in Jordan) to find local labor and noted that there is much room for job matching, overcoming barriers to refugee employment, and further developing R&D partnerships with companies in the region who want to innovate. They shared examples of businesses that include refugees and distressed populations in the value chain (IKEA, Tent Foundation, and AirBnB Experiences). In their innovation lab, an impact evaluation and innovation trials have resulted in new ways to scale.

Participants dialogued with panelists about private sector motivation to engage in the crisis, including access to markets, value generation, profit, staff retention, community engagement, generating shared value with stakeholders in the value chain, and increasing competitiveness of companies. They noted the importance of bringing in local community members from the beginning, supporting them in carrying out solutions, and drawing on their expertise of the local context. Finally, they mentioned that it's important to allow room for failure and for learning from what doesn't work as well as from success stories.

4 INNOVATION KEYNOTE

Guest speaker, Dr. Atef Al Shabrawy, Senior Associate from Innovest Advisory shared his wisdom from 20 years of experience with governments, banks, UN agencies and private foundations. He discussed trends in innovation and noted that there is more innovation inside organizations, more open innovation and more engagement of people 'on the ground' and an engaged process cycle: understand, discover, learn, act.

We have moved from innovations needing to be desireable, profitable and viable to solutions needing to be transformative, social and sustainable. New social practices and relationships have changed the types of solutions we are seeing, and different relationships between corporations and citizens have changed expectations from both sides. We are experiencing a new paradigm of collaboration characterized by cross-sector partnerships, focus on SDGs, and attention on the big picture and the entire ecosystem. Through collaboration, "magical" solutions are emerging in the intersection of user experience, business market opportunities, and technical facilitation, such as those in the sharing economy.

For innovation to be sustainable, we need to create an ecosystem for innovation where we ensure a series of supports from the initial design (in a design lab, living lab, incubator, sprint, etc.) to the incubation (testing, trials, evidence-based iterations) to scaling up. The most successful innovations go deep in the design and innovation phases in order to generate solutions that include a mindset change and value change as they go to scale. It is no longer enough to create a pilot and report results. Partners expect solutions that will have an impact and will be implemented at scale.

Innovation needs to be co-created with users and partners and be based on real needs and a true understanding of what beneficiaries or customers are experiencing. Business models need to be developed that take into account the entire ecosystem (i.e. including positive impact on the economy/community, engagement of stakeholders across the value chain, financial returns, etc.). Solutions centered on a value proposition need to demonstrate and adapt, through evidence-based testing, that they meet needs of stakeholders.

Funding is also changing, with more support for the incubation and acceleration process. Dr. Al Shabrawy gave many examples of new funding approaches that are being adopted, including charitable trusts (i.e. GCC), donor advised funds (i.e. UNDP Palestine), NGO trust funds, investor innovation labs (Summit Bank), crowdfunding and crowd investing (crowdvesting), and payment by results. He also shared examples of financing or Islamic Social Finance in the region that is sensitive to local and religious contexts, where lending is not an option but giving is a tradition (Zakat, Waqf, Sukuk bond).

5 LEARNING BREAK-OUTS

As discovered in a survey and interviews, three areas where participants wanted learning opportunities were: financing refugee innovations, scaling-up, and how to innovate with partners across sectors. The third learning area was put into action through the interactive design thinking process and the innovation keynote so all participants could "learn by doing" by engaging in the Human Centered Design process on **real needs and actionable prototypes**.

Additionally, two optional sessions were held in the area of developing early-stage, social finance and scaling-up innovations through the design thinking process. These were dynamic, informal sessions with practical tips for innovators.

Financing

- Have your "feet on the ground" – identify and understand the needs and ensure you have a good business model. Look for gaps and see things with fresh eyes. Be realistic as to what's needed.
- Start partnerships where you can build trust easily and where there is mutual benefit.
- Don't be "afraid of the competition." Know the value you bring and the strength of your business case. Be open to share and engage in "open innovation."
- Start at the early stages to explore who can fund you. Make a real effort to get seed money. Bring your success stories and ensure your solution is clear, grounded and sustainable.
- Ensure you have support and build an ecosystem around your innovation with coaching, mentoring, business management.
- Be open to social financing, a subsidy to inject private capital.
- Prepare to access loans (or micro-loans), explore other foms of funding: crowdfunding, bridging finance, funding through advertising.
- Build your capacity for proposal writing to you win competitions. Ensure your business case is solid and quantify your tests and iterations.
- See opportunities outside of the box. Listen and seek advice.

Scaling-up

- Start small; test, pilot and scale. This actually minimizes your risks and allows you to develop your innovation as you go, less expensively.
- Truly understand the need: listen to the pain points and aspirations of the end-users and get their feedback each step of the way.
- Depend on the data: test your innovation by gathering data on how and what end-users are engaging in your innovation; what do they like? Why do they like it? What would they improve? Why?
- Measure things that matter: Develop indicators of success and key performance indicators. Be creative and measure all aspects including the quantitative and qualitative so you both improve and also continue to move toward high-performance goals.
- Pay attention to transitions as you scale. Adapt when "what used to work no longer works." At each stage of the scaling process, different roles, team compositon and responsibilities are necessary. You wear many hats at the beginning but when you get beyond 4-5 people, a different management style is necessary (and again beyond 20 people).
- Build to scale early on, but depend on the data and feedback to adapt as you go. Adapt to new contexts by understanding needs. (Don't copy and paste solutions to new 'markets'!)
- Be aware of the product life cycle and the innovation adoption life cycle: Early adoptors are not your core customers, and core customers are less engaged that early customers. Your first product/service is not the product you'll take to scale – continue to adapt, pivot, and refine your product/service. Making mistakes is a normal part of the process; learn from your mistakes! (and keep moving forward).

6 DEVELOPING & REFINING THE THEMATIC AREAS OF I4C

The thematic areas for innovation were developed and refined throughout the year preceding the 2019 Regional I4C Learning and Innovation Workshop. The process involved the engagement of stakeholders via an online survey, interviews and innovation events.

Step 1

Attendance at key business, innovation and refugee events in Europe and the region uncovered areas where potential breakthrough solutions were possible. These areas were further developed at the Regional Resilience and Private Sector Innovation Workshop held in Amman in 2017, in partnership with the Ministry for Foreign Affairs of Finland.

The Regional Resilience and Private Sector Innovation Workshop, attended by over 70 regional stakeholders and Finnish businesses, provided an opportunity to test initial ideas for the I4C event and better understand the needs and gaps and helped expand the I4C ecosystem. The event identified the following areas as starting points for breakthrough solutions:

Entrepreneur development and growth

- How can we empower more women and youth to create their own solutions? Can we find a way to develop 5x more entrepreneurs and "convince local and international businesses and investors to start investing in Iraqi and Syrian startups!"
- Global market jobs through skills development can be a driver of economic growth in the region. We can "increase Jordan's real GDP by 10$ billion in 10 years and bootstrap this country into sustainability."
- Attracting investment/ funds is key. "We want to understand priorities so we can develop a platform to match funders and entrepreneurs."

Business Development

- An "ecosystem approach is essential to expand export development (agriculture, garments, etc.) and open new local markets to create jobs across value chains. We can share our experience to expand growth."

Meeting needs: cope, recover and transform

- Basic needs: low-cost housing, waste reduction, versatile energy, and water solutions – as well as recovery needs: education, social integration, health.

Develop refugee skills/talent and jobs matching:

- Partner to build capacity – digital and on site solutions that facilitate education as well as the hiring of qualified refugees through matching.

Step 2

For I4C to be successful and result in solutions that will work, it was important to delve deeper and understand the issues and needs on the ground. As such, a survey was created to draw out needs from colleagues in the region. The survey was used initially to engage stakeholders in the UNDP-SRF ecosystem to understand current, pressing issues in the crisis, identify advances in innovation, and uncover gaps and concerns where innovation would be helpful.

The result of the survey and attending internatinal and regional events was a refinement of the initial thematic areas identified above. The I4C thematic areas for 2019 were:

THEME 1: Refugee and local needs: coping
Basic needs: low-cost housing, waste reduction, versatile energy, and water solutions

THEME 2: Refugee and local needs: recovery
Needs: education, social integration, health

THEME 3: Refugee and local needs: transformation
Needs: vocational and entrepreneurial training, jobs matching

- Empower refugee women and youth to create solutions
- Global market jobs through skills development (i.e. coding) allows
- Partner to build capacity – digital and on-site solutions
- Facilitate the hiring of qualified refugees through matching

THEME 4: Business development needs: "ecosystem approach"

- Import (export) to European markets (agriculture, garments, etc.)
- Partner with Middle Eastern companies (new markets, create jobs across value chains, reduce barriers to entry)
- Attract investment/ funds – working with scarce resources
- Strengthen value chains/ ecosystems to revitalize Middle Eastern economies

THEME 5: Government, NGO and International Organizations needs

- Safety, communication, coordination (including ICT, training, cybersecurity, etc.)
- Building local capacity to deliver services, link local organisations to national and international institutions (mainly UN and NGO providers)

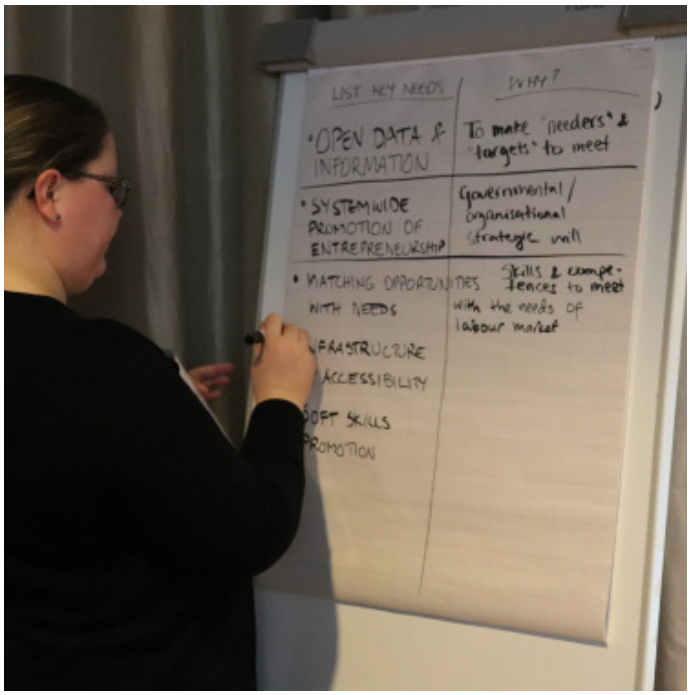
Nota bene:
Following the survey, a series of interviews were conducted with key stakeholders to get a deeper understanding of issues and to begin to expand the ecosystem based on current needs. Survey participants and interviewees flagged three areas that were identified as learning gaps:

A. financing refugee innovations
B. scaling up-innovations
C. learning how to innovate with partners across sectors

The Regional I4C Learning and Innovation Event held an optional learning session where participants were able to listen to and engage with experts on financing refugee innovations and alternative finance and scaling-up innovations - for notes on those sessions please see section 5 in this report. Additionally, the third learning area was put into practice throughout the two-day event as participants engaged in the Design Thinking Process with partners from across sectors to tackle common challenges.

Step 3

Two pre-workshops were held in Gaziantep, Turkey and in Helsinki Finland to engage with UN agencies, NGO and private businesses from Europe and the region. The idea for focus groups came from conversations with key actors who said that an increase in on-the-ground, client or beneficiary perspective could lead to a more innovative response.



The Gaziantep and Helsinki pre-workshops events as well as interviews with stakeholders led to initial challenge statements that were used as a starting point for joint solution-finding at the Dead Sea. These statements describe an unmet need or pain point that could be addressed through the Human Centered Design process. Below are a few sample challenges:

Theme 1, Coping: Refugees and local communities (in Iraq) need to have shelter because it is a basis for decent life, which will pave the way for a functional and transparent society.

Theme 2, Recovery: Vulnerable Lebanese and Syrian, particularly female-headed, households need to have the knowledge and the resources to access quality health care for their families because they are more vulnerable, lack access to reliable information and health care, and have limited trust in public service quality, lack of incentives, cultural barriers, and fear of discrimination.

Theme 3, Transformation: Ensure refugees can create dignified, sustainable income in a positive, socially balanced atmosphere because full social and economic integration into the host community facilitates social cohesion.

Theme 4, Strengthening economies and expanding business: Local industries (i.e. garment fabrication, agricultural exports) need strong ecosystems of suppliers, fabricators, distributors and export market customers so they can reduce costs and increase quality/ price by working together.

Theme 5, Service delivery to refugees and host community: Refugees need equal access to high quality, standardized services because they need a clear pathway to resilience.

7 INNOVATION PROTOTYPES

With the groundwork laid, 125 participants from business, NGO, private sector, and UN agencies gathered to forge joint solutions to address the crisis in innovative ways. The very engaged and enthusiastic group generated ten diverse prototypes in the five thematic areas. Below are highlights of their work. For each group, this includes a refined challenge statement, a "how might we" statement to jumpstart brainstorming, top solutions, and a value proposition at the heart of their business case.

It is interesting to note that as the UNDP-SRF has practiced Human-Centered Design over the past four years, it has made slight adaptations to how it practices this design thinking methodology (which includes an initial innovation challenge, needs finding, brainstorming, prototyping, and creating a business model for testing and implementation) in order to create conditions for concrete results in an innovation for crisis setting. This method allows for a broad range of perspectives and leads to more implementable solutions, so long as participants keep an open mind to other approaches, listen to others' ideas, find common ground and collaborate by finding win-win solutions that go beyond individual agendas.

A. Needs-Finding

"Needs finding" is done through interviewing when there are a large number of stakeholders with on-the-ground experience. However, when the number of end-users or time is limited, a dialogue method is used as a group-interview. While this is just a proxy for actual interviews of refugees, it allows multiple stakeholders to be involved while respecting the "do no harm" principle. Once the needs are identified, they are clustered and analyzed to better understand the root cause of the need and what the team would like to achieve.

B. Brainstorming

Subsequently, brainstorming in this complex, multi-stakeholder context is given more time than in typical design setings, and is allowed to go deeper through dialogue (while still maintaining some time constraints). This allows multiple perspectives to be considered and for ideas to be generated that consider many aspects of the ecosystem of the challenge. The facilitation therefore requires attentiveness to both the depth and the volume of ideas generated and a willingness to extend the time for brainstorming until the desired level of results is achieved.

C. Creating solutions and protoypes

After clustering and prioritizing potential solutions, participants sketch 2-4 prototypes on flip-charts depicting a range of solutions before selecting one.

For the top prototype, participants build a business model canvas that describes the the key value proposition of their solution, the logic, and how the solution will deliver impact and be financially viable. This business model is developed because it can be used to uncover and test assumptions and to refine the solution while minimizing risks and maximizing utility and value generated. The limited time given to prototype generation led to initial business models which will need to be refined during the acceleration phase.

Outlines of each solution that was generated, including the value proposition, can be found on the following pages. The draft business canvases for a number of the solutions can be found in the annex.

THEME 1 : Refugee and Local Needs - Coping

Housing

Challenge Statement:
Government, municipal authorities, host communities (incl. landlords) need to align their interests in municipal infrastructure and housing and reclaim urban blighted areas to overcome restrictive policy environment, tensions with host community and lack of existing infrastructure.

How might we: partner with local entrepreneurs to offer affordable, decent, environmentally friendly housing options?

- For public sector (schools, public housing commissions, social development centers, community centers)
- For social housing schemes
- For host communities / returnees

Key Needs:
Affordable, decent, environmentally friendly housing that is acceptable for stakeholders (including the government).

SOLUTIONS

1. **Improve public infrastructure, with a focus on rehabilitating existing spaces. Provide temporary to permanent material to overcome overcrowding in public housing and schools. Use unused land to create community centers. Work with national government to offer solutions for nursing homes, rehabilitation centers, orphanages etc.**
2. **Create temporary, environmentally friendly housing for seasonal workers doing debris removal. Work with farmer to offer temporary housing solutions for seasonal workers.**
3. **Adopt refugee-led/IDP-led business models for more effective implementation. Refugees/ IDPs have the access to the communities, local connections and know-how, and an entrepreneurial mind-set. It allows also for a business model that focuses on client-led growth.**

Value proposition: Affordable, decent, environmentally friendly temporary housing with an integrated package including WASH, energy plus tailored design to refugee needs will help returning IDPs/refugees, employers and municipal governments ensure housing services quickly and effectively, while also revitalizing blighted areas.

Energy

Challenge Statement:
Agencies/service providers, which targeted impacted communities, need access to affordable and sustainable energy products to provide clean, affordable and sustainable energy to allow vulnerable communities to meet their basic needs and live dignified lives.

How might we: help impacted communities access clean, affordable and sustainable energy to access their basic needs and live dignified lives.

SOLUTION

1. **Hybrid battery electricity system in impacted communities using host country grid and solar panels/generators. The produced energy will be sold back to the government or fed back into the grid. Maximise efficiency by using a large surface area. Provide battery recycling so this approach is environmentally friendly. Will reduce fuel costs and energy spoilage arising from blackouts. Will improve the quality of life, self-reliance and will provide a continuous power supply.**

Value proposition: Hybrid battery systems combined with battery recycling will provide efficient, affordable, clean energy to host communities while reducing fuel costs, spoilage and blackouts and improving quality of life, continuous power and self-reliance.

THEME 2 : Refugee and Local Needs - Recovery

Education

Challenge Statement (5-14 year-olds):
Displaced children aged 5- 14 need equal access to education and motivation to be successful so that they will feel empowered and equipped to have a say in their future.
Displaced Children need equal access to education. They also need motivation to be successful. They should all be empowered and equipped to become what they imagine or dream they can be.

Challenge Statement (15-20 year-olds):
Youth (aged 15-25) of host and refugee populations need to have appropriate access to quality practical learning, capacity building and the necessary skills required to be engaged in the community.

How might we: motivate refugee youth to learn necessary skills to enhance their earning potential?

SOLUTION

1. **Provide a web platform/ mobile app for refugee youth, 15-25 years old, to improve skills for employability and ensure that skills are certified. Develop the platform in conjunction with local existing innovative centers, Ministry of Education, Educational institutions, online community, data service providers. Pay particular attention to financial viability of the platform.**

Value proposition: A learning platform for refugee youth will provide easy access to quality education and certification of integrated skills needed for employment resulting in motivated youth, ready for employment.

THEME 3 : Refugee and Local Needs - Transformation

Empowering Refugee Women and Youth

Challenge Statement:
Affected populations (refugee/host community women and youth) need to have access to sustainable and inclusive livelihood opportunities to mitigate and overcome marginalization and exclusion – and achieve dignified living and financial independence.

How might we: empower refugee women and youth to create solutions to access job opportunities to secure a better future; advocate for their needs for better living conditions; and ensure that women and youth (refugees) have access to decent and sustainable job opportunities.

SOLUTION

1. **A collaborative solutions approach that brings together different decision-making stakeholders together with refugee/ host community women and youth. The stakeholders include INGOs, NGOs, government representatives and the private sector. Together, they will engage in a participatory dialogue to reach a deep understanding of market needs and end user skills, while building trust among stakeholders. This face-to-face exchange will lead to job-matching, job-opportunities and improved social cohesion.**

Value proposition: Collaborative dialogue efforts of INGOs, beneficiaries, ministries (education, labor, MoPIC), legal entities and private sector will help deepen understanding of market needs (for employment) and end-user skills and experience, especially in terms of job matching, economic value generated by refugees, and innovative approaches to communicating across sectors.

Skills Development

Challenge Statement:
Syrians returning to their home country need relevant, sustainable and scalable skills development. This is not always innovative but must be finance-generating and economically sustainable. All stakeholders need to have a mandate/ consensus/ political will so that vulnerable refugees and host communities (especially youth) can have full access to safe, dignified and sustainable employment opportunities.

How might we: ensure that vulnerable individuals in the communities have full access to safe, dignified and sustainable employment.

SOLUTION

1. **Establish a platform/private sector center to create skills bundles, make job placement programs more feasible and facilitate apprenticeships. It will foster resource platforms for entrepreneurs and identify appropriate training sessions that will match skills with private sector needs.**

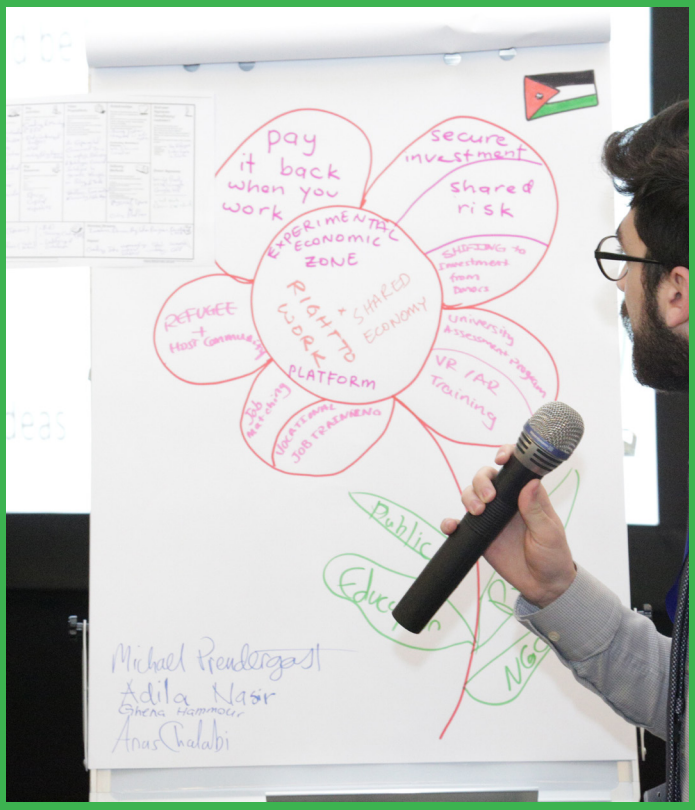
This dynamic, skills-developent platform/center identifies existing skills and those needed, motivates and incentivizes learning, helps re-integration, and builds community.

Value proposition: A private sector skills-center in Syria will maximize returnees and business income, a skilled workforce, job opportunities, and economic progress through more effective upskilling of the labour force, more efficient use of resources resulting in higher employment of vulnerable individuals and business savings due to better human resources.

Capacity Building by Partners

Challenge Statement:
The private sector and investors need to build capacity while building opportunities to create and foster social cohesion, sustainability and supply and demand.

How might we: open-up the labour market for female refugees' profession; provide them with the support, training needed to find a job; ensure academic re-accreditation of certification; and convince a company to them them instead of a local person?



SOLUTIONS

1. **Create and experimental economic free-zone in Jordan that will employ refugees**
2. **Create a simple, online platform that will be in Arabic and free. The platform will match and train refugees with the companies in the private sector. It will also provide training and mentoring opportunities.**

Value proposition:

1. An experimental economic zone will increase the right to work for refugees and expand the shared economy and provide people with skills the chance to actively engage in useful work.
2. A simple training and job-matching platform will help refugees (50-18 years old) acquire skills, receive 1:1 coaching, and find jobs. This will result in increased talent and a strengthened local economy.

THEME 4 : Business Development

Strengthening Economies and Expanding Business Value Chains

Challenge Statement:
How can we strengthen the economy through a co-designed, inclusive value chain based on shared value and eco-system analysis resulting in win-win and long-term benefit for all.

How might we: create a sustainable value chain in one industry that engages all stakeholders in the value chain and is good for the environment?

SOLUTION

1. **Create a digital platform for trade that connects the supply chain in agriculture – "an Airbnb for Farmers." Involve sub-national and local centers and use a local approach to engage stakeholders and co-design the value chain with private sector actors. This will lead to better information and open data sharing, including an environmental component that will make farming more environmentally friendly, make water use more sustainable and efficient, and will provide environmental training to those involved.**

Value proposition: The agricultural value chain will help farmers more easily access a broader range of buyers at a lower cost while increasing access to environmentally-friendly produce and reducing impact of farming on the environment.

Partnering with (Middle Eastern) Companies

Challenge Statement:
Businesses and entrepreneurs need access and understanding of ecosystems to enhance collaboration and to create inclusive and sustainable business opportunities.

How might we: help businesses and entrepreneurs better understand the needs of conflict affected populations and overcome barriers to crisis response.

SOLUTION

1. **Establish a one-stop shop providing the support for the private sector to engage in crisis response. It will provide technical assistance, advisory services, regulatory advice, and a digital eco-system platform. It will connect international, local businesses and financers, enhancing inter-connectedness. It will give the private sector an understanding of the eco-system of conflicted countries to be able to effectively engage in crisis response.**

Value proposition: A one-stop shop for private sector engagement in the crisis will help private sector actors become aware of the challenges of the crisis and understand the needs of the conflict-affected people and countries, build trust and find common interest resulting in a more enabling environment for private sector to engage in crisis response.

THEME 5 : Government, NGO, and International Organizations Needs

Building local capacity to deliver services

Challenge Statement:
Local communities, governments and NGOs need increased trust and community resilience, and predictability and credibility of services in order to improve service delivery.

How might we: build trust, the reliability of the desired service in a proven way; increase communication and dialogue competence; improve shared understanding; and secure resources (material, expertise, financial) in order to concretely manage expectations and create knowledge of service delivery.

SOLUTION

1. **Create a service delivery standard and process for governments and NGOs that includes communication, commitments (goals, processes, shared understanding) and securing resources resulting in improved service delivery.**

Value proposition: a service delivery standard and process will increase communication, shared understanding, and trust among stakeholders as well as increased responsiveness, speed and resources (including capacity, technical, financial) resulting in increased trust, improved service quality, and no one left behind.

8 CONCLUSION

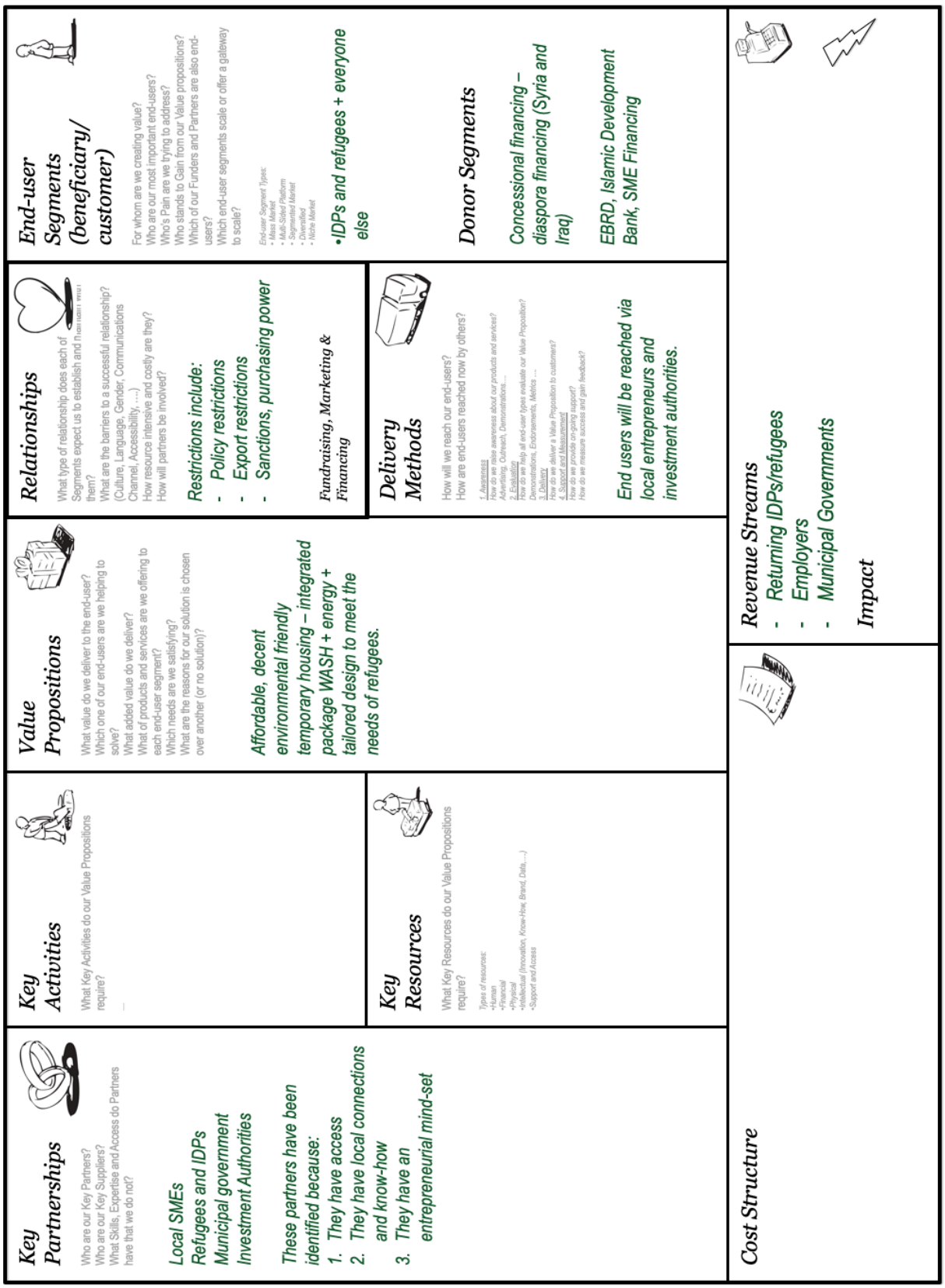
The ten prototypes from the 2018/2019 Innovation 4 Crisis initiative have promise and could be tested with limited risk in an existing accelerator environment.

The prototypes are the result of a nearly one-year engagement between Business Finland and the UNDP Sub-Regional Facility for the Syria Crisis in an incubation process that allowed perspectives from private sector, NGOs, government and UN agencies to influence the resulting prototypes. While the prototypes and business models are not fully developed, the value proposition for each has promise.

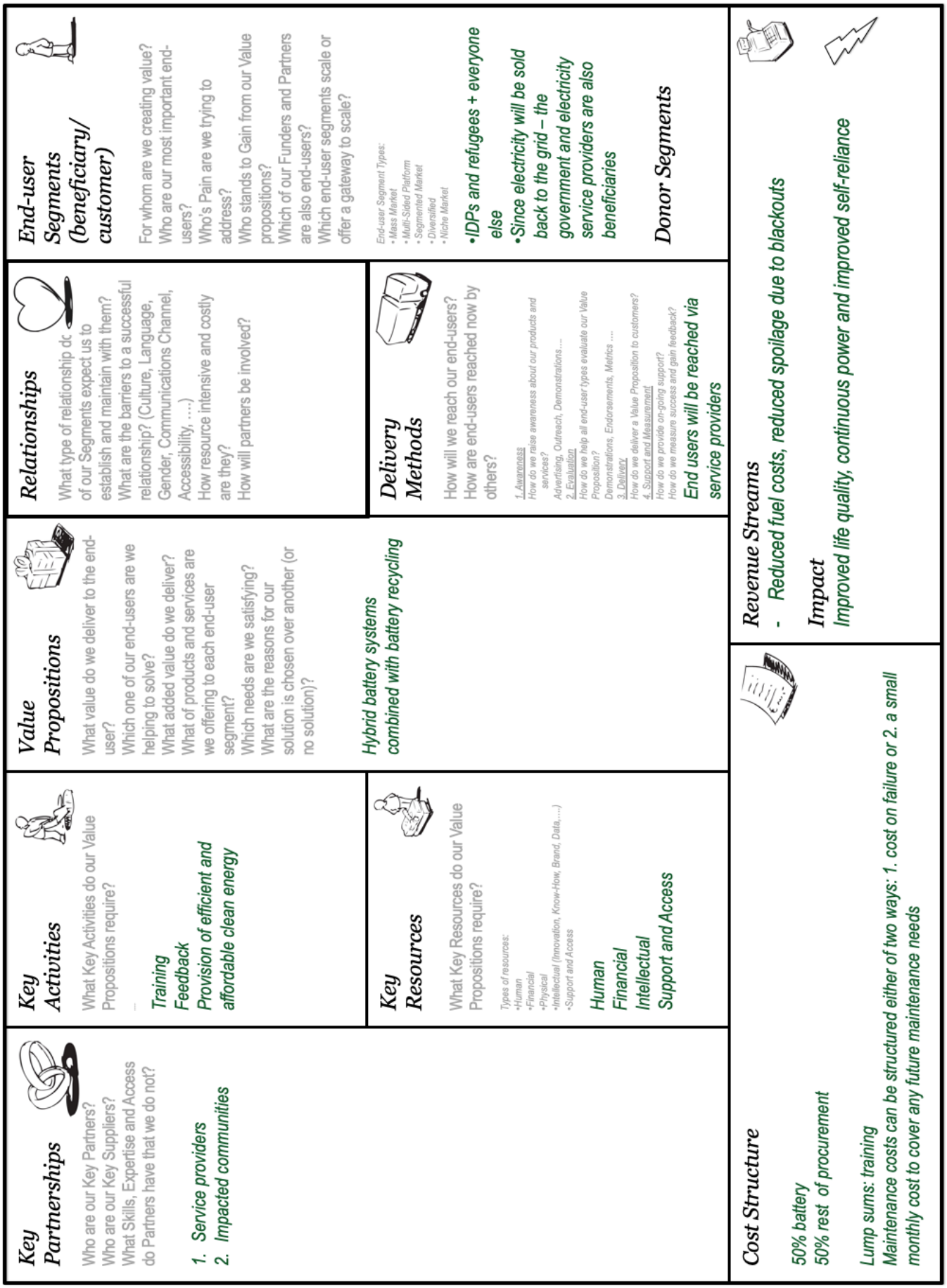
The Regional Innovation4Crisis Learning and Innovation Workshop and one-year engagement between Business Finland helped develop new partnerships across multiple sectors, particularly UN Agencies, NGOs, entrepreneurs, and businesses. It also generated concrete solutions that meet the needs of refugees, host communities, and government that have the potential to strengthen economies and support livelihoods. Additionally, it expanded learning and the capacity for innovation of UN agencies, NGOs, businesses and other key actors in the refugee & resilience response. Most importantly, after initial refinement, the workshop resulted in nine innovations that can be taken up by an innovation accelerator in the coming months, for testing and development following the standard Lean Start-up methodology, through testing of assumptions in the business models and iterating a minimal viable product/service (MVP) in the field, ensuring financial viability, securing social financing, and designing for scale, with support of an accelerator.

ANNEX 1
Business Model Canvases

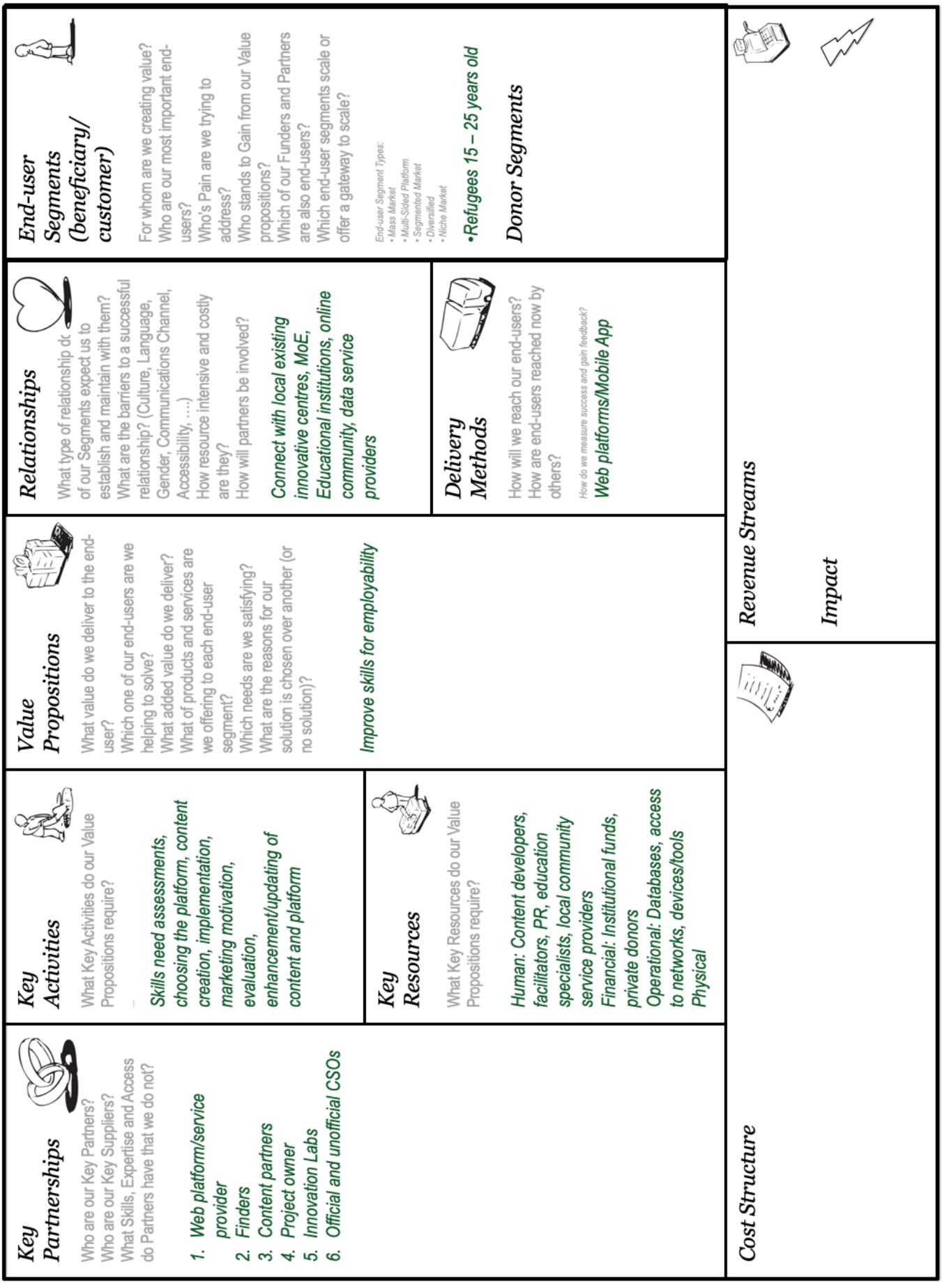
Coping - Housing



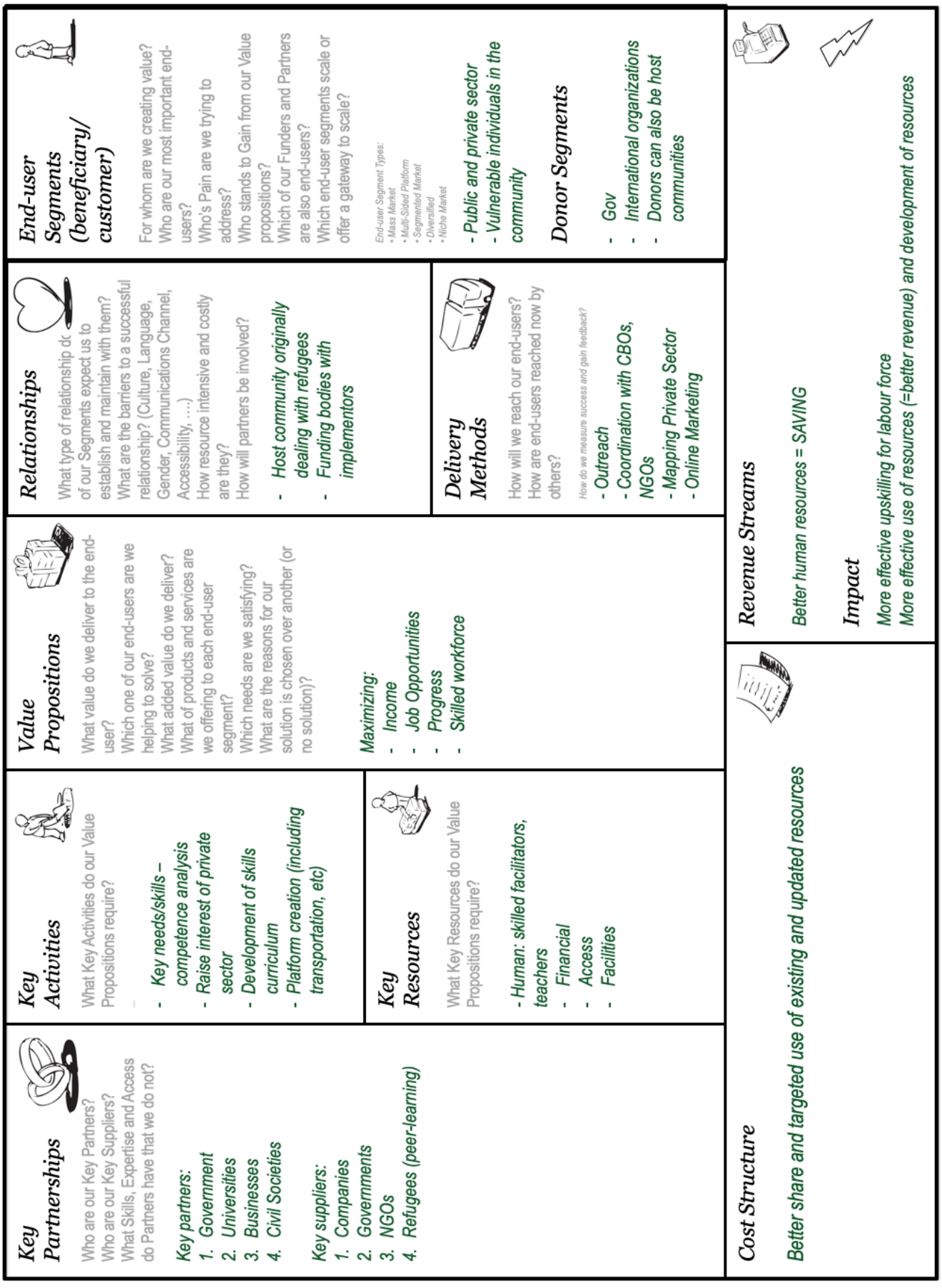
Coping - Energy



Recovery - Education



Transformation - Skills Development



Key Partnerships

Who are our Key Partners?
Who are our Key Suppliers?
What Skills, Expertise and Access do Partners have that we do not?

Key partners:

1. *Investment Banks*
2. *Users*
3. *Universities*
4. *Trainers*
5. *Local and National Governments*
6. *CBOs*

Key suppliers:

1. *Companies*
2. *Governments*
3. *NGOs*
4. *Refugees (peer-learning)*

Key Activities

What Key Activities do our Value Propositions require?

- *Lobbying*
- *Training*
- *Follow—ups*
- *Mentoring*
- *Job Matching*

Key Resources

What Key Resources do our Value Propositions require?

- *Human*

Value Propositions

What value do we deliver to the end-user?
Which one of our end-users are we helping to solve?
What added value do we deliver?
What of products and services are we offering to each end-user segment?
Which needs are we satisfying?
What are the reasons for our solution is chosen over another (or no solution)?

Simple Platform, with the following elements:

- *Arabic*
- *Free*
- *Advanced Algorithm*
- *Big Network/Community*

Relationships

What type of relationship do of our Segments expect us to establish and maintain with them?
What are the barriers to a successful relationship? (Culture, Language, Gender, Communications Channel, Accessibility, ….)
How resource intensive and costly are they?
How will partners be involved?

- *Loyalty/ service points*

Fundraising, Marketing & Finance

-

Delivery Methods

How will we reach our end-users?
How are end-users reached now by others?

How do we measure success and gain feedback?

- *Blended learning*
- *1:1 Coaching*
- *Info sessions*

End-user Segments (beneficiary/ customer)

For whom are we creating value?
Who are our most important end-users?
Who's Pain are we trying to address?
Who stands to Gain from our Value propositions?
Which of our Funders and Partners are also end-users?
Which end-user segments scale or offer a gateway to scale?

End-user Segment Types:
- *Mass Market*
- *Multi-Sided Platform*
- *Segmented Market*
- *Diversified*
- *Niche Market*

- Refugees (18 – 50 yo) with a uni or without a uni degrees living in Jordan

Donor Segments

- Tech Donors - google

Cost Structure

- *HR*
- *Training*
- *Create and Develop Platform*
- *VR Program*
- *Research and Lobbying*

Revenue Streams

Donors, Investors, pay it back later

Impact

Creating jobs, providing talent, stimulate local economy

Key Partnerships

Slide Show

Who are our Key Partners?
Who are our Key Suppliers?
What Skills, Expertise and Access do Partners have that we do not?

Key partners:

1. *Chamber of Commerce*
2. *National Authorities*
3. *Humanitarian Actors*
4. *Banking Sector*
5. *Other complimentary initiatives*

Key Activities

What Key Activities do our Value Propositions require?

- *Setting up the web platform and content*
- *Outreach strategy*
- *Recruitment & capacity building of the team*
- *Design the content of the services packages*
- *Key partnership building*
- *Business model*
- *SOPs*

Key Resources

What Key Resources do our Value Propositions require?

- *HR*
- *Funds*
- *Office*
- *Web Platform*
- *Equipment*

Value Propositions

What value do we deliver to the end-user?
Which one of our end-users are we helping to solve?
What added value do we deliver?
What of products and services are we offering to each end-user segment?
Which needs are we satisfying?
What are the reasons for our solution is chosen over another (or no solution)?

One stop shop providing a mechanism for the private sector to engage in crisis response

- *technical assistance*
- *Advisory services*
- *Digital eco-system platform*
- *B2B*
- *PPP*
- *Connection to Finance*
- *Regulatory Advice*
- *Insight knowledge*
- *Bridging the gap between Humanitarian Actors and Private Sector*

Relationships

What type of relationship dc of our Segments expect us to establish and maintain with them?
What are the barriers to a successful relationship? (Culture, Language, Gender, Communications Channel, Accessibility, ….)
How resource intensive and costly are they?
How will partners be involved?

- *Trust is a barrier*
- *Conflict of interest*
- *Language*
- *Understanding the need of each parties and find common interest*
- *Joint events like the I4C which bring together int'l/local businesses, SMEs and Int'l Community*

Delivery Methods

How will we reach our end-users?
How are end-users reached now by others?
How do we measure success and gain feedback?

- *Linkages with chambers of commerce*
- *Direct contact*
- *Local and international media*
- *Partner network*
- *Events/conference*
- *Digital platform + team of expert + external resources*

End-user Segments (beneficiary/ customer)

For whom are we creating value?
Who are our most important end-users?
Who's Pain are we trying to address?
Who stands to Gain from our Value propositions?
Which of our Funders and Partners are also end-users?
Which end-user segments scale or offer a gateway to scale?

- *Humanitarian Actors*
- *Private Sector*
- *Conflict affected population*

Donor Segments

- *DFIs*
- *Governments*
- *Banks/FI*
- *UN*
- *Multilateral and bilateral agencies*

Cost Structure

- *Reminder of problem: the private sector lack understanding and access to the eco-system (regulations, actors, competitors, challenges) of conflict affected countries to be able to engage effectively in crisis response and collaboration with actors to create inclusive and sustainable business opportunities*

Revenue Streams

Impact

Create an enabling environment to incentivize private sector to engage in crisis response

ANNEX 2
Rating of Prototypes for First-Stage Accelerator Engagement

Thematic Area		Innovation	Evaluation	Rating
Recovery	Education	Provide a web platform/ mobile app for refugee youth, 25-15 years old, to improve skills for employability and ensure that skills are certified.	Good idea that may already exist. Need must be tested with youth to ensure adoptability, strong link to and engagement with business needs is key, room for more interaction with private sector and social component to ensure two-way benefit. Risk: The solution may already exist and if so, competition may limit effectiveness or make market-entry difficult.	Green
Coping	Housing	Affordable, decent, environmentally friendly temporary housing with an integrated package including WASH, energy plus tailored design to refugee needs	Sensible idea based on need and with business model that benefits economic growth and social cohesion; Unclear if it is politically feasible and fundable. Costs must be clarified Could be piloted on small scale. Risk: Procurement processes and funding for public programmes are complex, influenced by local players, and can involve large bureaucratic processes that could make market entry a challenge.	Green
Transformation	Empowering Refugee Women and Youth	A collaborative dialogue/ solutions approach that brings together different decision-making stakeholders together with refugee/host community women and youth.	Similar model has worked in other contexts. Unclear if «private sector» will participate and if there are jobs available - but it›s low-cost, local and social - so could lead to employment. May need another social component (mentoring, focused discussion, interests). Need for link to policy development unclear. Risk: Copying what worked in another context without understanding needs in a new context and testing adapting could limit effectiveness. Policy aspects of solution are unclear.	Green
Transformation	Skills Development	Establish a platform/ private sector skills-center in Syria to create skills bundles, make job placement programs more feasible and facilitate apprenticeships.	Similar model has worked in other contexts. Unclear if companies have a strong enough need to participate. Business model must show benefit to employers. Risk: Copying what worked in another context without understanding needs in a new context and testing adapting could limit effectiveness. Political considerations could also present risks.	Green

Thematic Area		Innovation	Evaluation	Rating
Government, NGO and International Organization Needs	Building Local Capacity to Deliver Services	Create a service delivery standard and process for governments and NGOs that includes communication, commitments (goals, processes, shared understanding) and securing resources	There is a need, but are stakeholders willing to engage? Business model needs to identify local driver and champions as well as funding. Also need to quantify benefits and pilot in country where there is political will to change. Risk: Unclear if there is a "market" for this. Do governments want to change their process? Is there political will to change?	Yellow
Business Development	Partner with Middle Eastern Companies	Establish a one-stop shop providing the support for the private sector to engage in crisis response	Could be useful, but must be tested to ensure the market is strong enough to warrant the investment. Could be an add-on to existing business development agencies at minimal cost and relatively high value. Risk: Does the market need warrant the investment and "return" (in terms of social, political and economic impact).	Yellow
Business Development	Strengthening Economies and Expanding Business Value Chains	Create a digital platform for trade that connects the supply chain in agriculture – "an Airbnb for Farmers."	Good concept, needs refinement. Economic benefits and business case unclear. Need to test whether users (farmers) see the value in engaging digitally - and need to quantify financial benefits versus costs. The concept of value chain engagement has been proven to strengthen inclusion of vulnerable populations and at the same time strengthen economies and industries. Risk: Solution may be too narrow or not connected with a real need. However, with testing the particular solution could be refined to meet a specific market need.	Yellow
Transformation	Capacity Building by Partners	An experimental economic zone	Laudable idea that could be refined. Costs may be high and the economic beneifit is unclear. Who/what would drive its adoption? Would need a favorable political context to test prototype. Risk: Political will for such a programme is uncertain and local resistance may be high.	Red

Thematic Area		Innovation	Evaluation	Rating
Coping	Energy	Hybrid battery systems connected to a solar host grid, combined with battery recycling	Good idea that may need refinement. Currently targeted to damaged electric grids; unclear how big the «market» would be in the region, unclear on how expensive the solution versus the financial and intangible benefits. Business model needs testing. Risk: Bringing in a solution that works in another market without understanding the context and local needs could lower expected success.	Red