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For further information on DCA’s innovation work, please contact Senior Advisor for Innovation, Morten Högnesen moho@dca.dk
1. Introduction

DCA (DanChurchAid) strives to make as much impact as possible against our mission and goals. Often this will be through the implementation at scale of approaches and solutions to development and humanitarian challenges proven to work and with significant degrees of evidence. At other times, this will be through the pursuit of new approaches and potential new solutions driven by changing contexts, new technological developments, new partnerships or other new insights pointing towards new ways of doing things that might enable us to make a stronger impact on our global goals: saving lives, building resilience and fighting extreme inequality.

DCA’s commitment to innovation is based on this insight – that the most effective ways of bringing about the changes we want to see in world might not be known to us yet. Put simply, innovation can be defined as “the successful exploitation of new ideas that create value at scale” (Source: Nesta 2016: Innovation in International Development) For DCA, we understand innovation to include new or improved products, services, programs or processes, that create new value for stakeholders and contributes to delivering higher impacts for beneficiaries against our global goals.

In 2018 DCA launched the DCA Innovation Fund. With funding from our Strategic Partnership Agreement with Danida, the fund sought to support innovation in DCA programming by offering flexible funding for innovation initiatives. This report outlines the key achievements and lessons learned from the first year of the DCA Innovation Fund, and also includes broader reflections on DCA’s work with innovation over the past year.

1.1 Background

The DCA Innovation Fund was established in April 2018 to support innovation across DCA’s program portfolio. It follows developments over the last couple of years, where innovation has become more prominent in DCA’s strategic approach to quality and relevance, illustrated in figure 1 that outlines the key organizational developments over the past four years towards a more strategic approach to innovation. The Innovation Fund is part of the DCA Strategic Framework for Innovation, which, in addition to the funding element, emphasises collaboration, people, culture, partnerships and learning as key parameters to strengthen innovation in DCA. The strategic framework supports the overall DCA International Strategy 2019 – 2022, and is based on the three principles of alignment, breadth and scale in DCA’s innovation efforts, with the aim of ensuring that innovation is aligned with strategic objectives, relevant for the entire organisation and seeks to deliver impact at scale. The DCA Innovation Fund is part of operationalizing DCA’s commitments to Danida on innovation under our Strategic Partnership Agreement.

Figure 1: Key organizational developments on innovation in DCA, 2015 - 2018
HOW THE DCA INNOVATION FUND WORKS
In the two first windows in April and November 2018, the DCA Innovation Fund worked through the following steps:
- An open call for proposals was launched to all DCA Country Offices and HQ Units
- Applications were submitted in a standard template
- For both rounds, 19 applications were received for a total of approx. 9 million DKK
- In the first round 11 initiatives were funded, totalling around 4 million DKK
- The applications were reviewed by a cross-departmental Innovation Task Force
- Criteria for selection included:
  - Potential to contribute to strategic objectives
  - Strength of innovation focus in project design
  - Application of key innovation principles and methods
  - Ability to leverage or create new partnerships
- Projects were funded across the first four stages of the basic five-phase innovation process, and a basic stage-gate model was envisioned:
  - Problem / opportunity identification
  - Identification / scoping of potential solutions
  - Testing of solution(s)
  - Further development and proof-of-concept of solution(s)
  - Scaling of proven solutions and approaches
- Due to the limited size of the fund, scaling approaches were not supported
- Grant size of the 11 projects in 2018 varied from 100 – 535,000 DKK
- Duration of initiatives varied from 6 – 12 months
- Mid-term and end-of-project reports were required for all projects

For details on projects, see sections 2 – 4

1.2 Scope of the report
This report outlines the preliminary results and learnings from the 11 projects initiated with support from the DCA Innovation Fund in 2018. A more comprehensive stock taking of innovation efforts across DCA’s country programs will be part of the regular annual report process due in September 2019.

The report focuses on learning and preliminary results, as well as expected short term outcomes and potential longer-term impact of the different initiatives. It provides analysis and insights that will support the development of new operational approaches, at project and program levels, for future iterations of the DCA Innovation Fund and in relation to the newly established Community of Practice on Innovation which will connect DCA – and possibly partner – staff working on innovation through DCA’s learning portal to facilitate cross-organizational learning and collaboration on innovation. In addition to accounting for DCA’s use of innovation funding through the Innovation Fund, the report therefore also has an inspirational purpose; to support and encourage interaction, knowledge sharing and learning across the different projects, country office and HQ units.

Section 2. presents a summary of selected results from the projects and provides insight on some of the learning outcomes from working strategically with innovation approaches in 2018. Section 3 presents an overview and timeline of all the initiatives funded through the DCA Innovation Fund so far, and section 4 provides a more detailed description of each of the 11 projects funded through the DCA Innovation Fund and implemented in 2018.
2. Learning and preliminary results from 2018

It is early to draw out specific results from most projects initiated in 2018, in particular at the outcome and impact levels. But some trends are emerging from the first year of the DCA Innovation Fund that will influence how we program innovation funding in the future, how each initiative will be further developed and how we pursue internal capacity building and learning and seek out new partnerships. This learning review coincides with a broader effort to create a Community of Practice on innovation in DCA, to share experiences, avail resources and tools for innovation methods, and promote co-creation and organizational learning on innovation. A key component in this process has been a staff survey, where 22 respondents across HQ and 10 country programs have provided their input based on their experience in working with different approaches to innovation, key opportunities and challenges they face, and what kind of support is needed going forward to further institutionalize and mainstream innovation as a way of working in DCA. Further, a review and rethink process is ongoing for the DCA Innovation Fund and the cross-departmental innovation task force, based on the experiences and learnings from this first year.

2.1 Selected results from 2018

DCA Innovation Fund Projects

The Innovation Fund has enabled increased use of innovation approaches to secure quality and relevance of our programming.

In Cambodia, the DCA office and its local partner have gone through three iterations of production methods for cricket farming in the space of 6 months, informed by in-country exposure visits, a model farmer learning visit to Thailand, and individual farmer experimentation. This has proven the concept of cricket farming as a commercial livelihoods strategy, has led to a significant improvement in yields and income through reduction of waste and disease, and has laid the foundation for development of manuals, local scaling approaches and export linkages. Similar iterative, experimental and open innovation approaches have been used in the development of the Khmer Smart Farmers mobile application, also in Cambodia, and the testing of different offerings in the ‘Innovation Bus’ in Myanmar.

DCA Innovation efforts have broadened our networks and created new partnerships for DCA programs.

Pursuing innovation to improve service delivery and beneficiary engagement has led to new networks and partnerships in several of our programs. In Kenya, the Kakuma Smart Learners blended learning refugee business training project has led to closer engagement and co-creation with refugees and enabled refugees to link with each other, ultimately informing the design of a more user-centered approach to capacity building with scaling potentials across thematic programs and organizations. The Kakuma Smart Learners project was also shortlisted for the UNHCR Innovation Award, as was the DCA Uganda Mobile Messaging for Refugees project, giving DCA two out of ten projects on the shortlist. Further, the Kakuma Smart Learners project has fed into strategic discussions on digital learning for refugees under the auspices of the Smart Communities Coalition. In Myanmar, based on the DCA Innovation Fund project, DCA’s local partner Phandeeyar has been able to attract further funding from GIZ for further testing and expansion of the Innovation Bus approach to create youth engagement, entrepreneurship and digital literacy.

The DCA Innovation Fund projects have made us smarter on the opportunities and challenges of digital platforms and tools.

Six out of the initial 11 DCA Innovation Fund projects initiated in 2018 had a clear digital component. This showed that digital technologies are seen as relevant for DCA programming in
models for software development are compelling and inspiring as rapid iteration and experimentation inspired by agile. Linked to this is the acknowledgement that while approaches are confined to the specific project instead of adapting to changing circumstances. Further, the projectization of innovation efforts has in several innovation projects shown that funding alone does not address delays in several areas but that there are uncertainties on how to best incorporate such approaches in core programming. The first year of the DCA Innovation Fund has made us smarter on the opportunities and challenges of integrating digital technologies more broadly in programming. In the area of Active Citizenship, through the 'Smart Use of Civic Tech' project, DCA partnered with the DareDisrupt agency for a comprehensive analysis and mapping of the potentials of a range of new technologies to strengthen core programming in the fields of accountable institutions, support to civil society and human rights defenders, non-discrimination and inclusive decision making. The mapping involved a wide range of DCA staff and offices, it was launched at a 50-person launch event with a debate panel with Danish Ministry of Foreign Affairs, the private sector and civil society representatives, and will feature at DCA's annual meeting of Country Directors in May 2019. In the fields of technology for agriculture and resilience, the ENDuna platform in Zimbabwe has proven the potentials of a digital platform to reduce post-harvest losses and improve market linkages, in Uganda an estimated 4,500 refugee and host community farmers are accessing SMS messages with farming and market advisory, in Cambodia Khmer Smart Farmer platform is onboarding farmers for access to real time weather informed climate advisory, and in Nepal the PRAYAS project has demonstrated the value of using advanced technology to inform municipal risk reduction plans, an approach that is now being rolled out through established networks for disaster risk reduction in Nepal.

2.2 Selected organizational learnings from 2018

Time and technical skills are seen as key constraints for more innovation in DCA.

Funding is important, but not enough and it must be used wisely.

Networks and partnerships are critical.

A recent in-house survey with 22 respondents across HQ and 10 country programs shows that staff find it difficult to find enough time to focus on innovation in their daily work. This corroborates findings from a 2017 analysis following innovation workshops with 33 staff from most DCA country programs. To a limited degree the DCA Innovation Fund has helped some offices and staff allocate more time to innovation efforts, through the projectization of time and resources. But delays in several innovation projects show that funding alone does not address the challenges of competing demands in complex operations. Further, the projectization of innovation efforts has in several led to an unhelpful focus on completing activities within the confines of the specific project instead of adapting to changing circumstances.

Linked to this is the acknowledgement that while approaches such as rapid iteration and experimentation inspired by agile models for software development are compelling and inspiring and have been proven to add value for the social sector as well, they can be hard to stick to when the focus turns to systems change as – oftentimes – the critical issue for social change innovation. Several of the 2018 initiatives have been extended into 2019, indicating that the journey from idea to scale can be long. Several initiatives have not progressed through, hinting at the value of some sort of stage-gate model or a phased approach to funding. Striking a better balance between momentum and patience and continuing to find ways for DCA to work smarter with rapid iteration and learning is part of the ongoing review and rethink process for the Innovation Fund.

Technical skills to implement innovation projects came in second on the list of challenges. This points to the need to further build in-house and local partner capacity to implement projects with strong innovation components compared to the traditional DCA project model. The workshop approach tried in 2017 familiarized 33 DCA and partner staff with new approaches to ideation, user-centered design, experimentation and other innovation approaches. But very few of those trained were involved in the 2018 innovation fund projects, and in the recent survey the key asks for 2019 were inspiration and guidance on how to design and implement innovation projects and secondly, how to design learning frameworks appropriate for innovation initiatives.

The importance of networks and partnerships also came out as a strong lesson from 2018. Those initiatives that have actively build on- or sought out new partnerships have generally had stronger progress and created more value than those that relied on existing partnerships. New networks and partnerships have brought about different perspectives and enabled us to consider both problems and solutions in new ways. In particular, there has been a strong interest in exploring new partnership models for the sustainability of new solutions, for example through commercial business models. This again has led us to rethink how DCA as an organization best engages in such partnerships in the future. Further, linking early stage funding through the Innovation Fund with external funding opportunities remains a priority.

2.3 What’s next? Selected initiatives for 2019

The DCA Innovation Fund was replenished with approximately 4 million DKK from the Danida / DCA SPA for 2019. Of the 2019 Fund, 2.8 million has been allocated through a November 2018 application round for 9 projects. These include:

- Transition to scale of the SMART application in Nepal: a value chain enabling information and trading platform for agricultural products linking small holder farmers and cooperatives to markets
- Transition to scale of the AGILE application in Cambodia: a weather and crop advisory information platform for small holder farmers to reduce disaster risks and increase agricultural output through targeted weather and crop information from new data sources
- Proof of concept for the Kakuma Smart Learners / Learning-
Refugees Blended Learning concept in Kenya: a blended learning approach enabled by mobile technology and social media to digitize business development training using local resources and knowledge in Kakuma, Kenya

- Development of a new solution: Digitizing VSLA’s in Uganda: a mobile phone digital platform that will link VSLA’s to the agency banking system in Uganda to support financial inclusion, developed with technology companies, mobile network operators and banks. This project will develop the solution, test it and obtain proof of concept for scaling in Uganda and beyond in 2020

- Further development of a solution: Commercialization of cricket production for small farmers in Kenya (refugees) and Cambodia as a climate friendly, nutrition rich pro-poor value chain

- Further development of a solution: Research and test of how to merge cash transfer – and gender-based violence programming in humanitarian settings in accordance with the do-no-harm

- Explore a new solution: early stage exploration of chatbot technology as an enabler for digital learning, communications with beneficiaries, accountability systems and other programming

Further, continued programming from 2018 initiatives with innovation funding from the Danida SPA include:

- Launch of the ENduna App in Zimbabwe: a mobile phone application that links small holder producers with transporters to reduce crop loss, improve market linkages and increase incomes for small farmers

- Development and launch of the mobile messaging for refugee and host community farmers solution in Uganda: a mobile messaging system to deliver market information, weather and crop info for refugee/host community farmers in Uganda, to increase incomes and improve market linkages.

- Scaling of the Gaza Hub for Innovation and Entrepreneurship (through country level frame)

- Proof of concept: Refugee/host community sharecropping as a way to increase local access to food for refugees in Ethiopia, tested in the Afar region under the CRRF approach. To be scaled in 2019 and 2020.

- Explore new solutions: based on the 2018 mapping of technology for accountability / civic tech, identification of pilots in 2019 to test technology’s ability to strengthen active citizenship at local level

At the organizational level, the newly formed Community of Practice on Innovation will be a priority. It will be used to respond to the requests from the country programs and HQ units for more inspiration, guidance and tools for designing and implementing projects and learning frameworks and it will function as a knowledge sharing platform.

Further, while the DCA Innovation Fund focuses at the project and to some extend the ‘pre-project’ level, integrating innovation at the program level is important to further mainstream innovation as an approach in DCA’s programming to achieve our strategic objectives. Another priority for 2019 will therefore be to integrate innovation with existing programming and reporting systems.

Building on the experience and insight that networks and partnerships are essential for innovation in DCA’s programs and projects, continued engagement with networks such as GlobalFokus, Access2Innovation, P4G, the Smart Communities Coalition, the Cash Learning Partnership, the Collaborative Cash Delivery Platform, Nethope, ACT Alliance and other global networks will be important, as will the numerous country level and regional networks that offer partnership opportunities for DCA.

For the DCA Innovation Fund, as already mentioned, a review and rethink process are ongoing, taking into account the lessons learned outlined in this report and gathering more insight from across the organization.
So far, the DCA Innovation Fund has supported 18 projects overall, 11 in the first funding window, and an additional 7 new projects in the second funding window. 3rd phase of existing projects (see 3. project overview for further clarification).

3. 2018 project overview

Bangladesh
Cambodia
Ethiopia
Kenya
Myanmar
Palestine
Uganda
Zimbabwe
Global / HQ


1st Innovation Frame window
1st Innovation Frame window
2nd Innovation Frame window

1st and 2nd window approved
1st and 2nd window carryover
1st and 2nd window approved & carryover
1st and 2nd window carryover

AGILE – Khmer Smart farming App (Agricultural Information for Livelihood Enhancement)
INSECT I & II – Investing in Smallholder Export of Crickets to Danish Tables
Enhancing Food Production, Income Generation and Local Market Access to Nutritious food for Refugees and Host Communities
KAKUMA SMART LEARNERS – Digitalizing Business Training of Refugees, Host Communities and Refugees
SMART – Strengthen Real Time Market Agriculture System in Nepal
Scaling Regional Innovation Initiatives to Empower Youth in Myanmar
Increasing women representation in non-traditional sectors
Mobile messaging solutions for farmers in refugee and host communities
Digitalization and Improved Access to Credit for Youth - Expansion phase in 2020
Smart &agile Real Time Market Agriculture System in Nepal

Commercial Production and Marketing of Vermicompost Project
Commercialization of Crickets in the Food and Feed Industries in Kenya’s Humanitarian Context
PRAYAS: Promoting new Resilience Approaches in Younger and Smaller municipalities
Enhancing Food Production, Income Generation and Local Market Access to Nutritious food for Refugees and Host Communities

E-Transport App for Farm Produce - Bangladesh

Impact Business:
New Business Models for Increased Impact
DCA’s ability to deliver cash as a lifesaving modality in GBV programmes

4. Detailed project descriptions

In the next section you will find a detailed description of the different projects funded by the Innovation fund in window 1. The order of the projects is:

1) I’m here and I can – Increasing women’s representation in non-traditional sectors in the West Bank.
2) AGILE – Agricultural Information for Livelihood Enhancement.
3) INSECT – Investing in Smallholder Export of Crickets to Danish Tables.
4) PRAYAS - Promoting new Resilience Approaches in Younger And Smaller municipalities
5) ENduna – Transport App for farm produce.
6) Scaling Regional Innovation Initiatives to Empower Youth.
7) Kakuma SMART LEARNERS.
8) CIVIC TECH – Mapping for accountability.
9) Enhancing Food Production, Income Generation and Local Market Access to Nutritious food for Refugees and Host Communities.
10) Commercial Production and Marketing of Vermicompost Project. 11) Mobile messaging for refugees and host communities.
11) Mobile messaging for refugees and host communities.

“I’m here and I Can” Increasing women’s representation in non-traditional sectors in the West Bank / Palestine

PROJECT DESCRIPTION: The project aimed to explore opportunities for youth women graduates who have challenges accessing male-dominated careers and occupations. The initial phase of the project (July 1st – December 31st 2018), supported through the DCA Innovation Fund, was structured to research and analyze positive examples of working in non-traditional sectors in Palestine, as a foundation for scaling up such approaches. The study assessed and analyzed the possibility to create sustainable employment and financial income opportunities for Palestinian women, raise awareness about the importance of involving women in diverse economic sectors in Palestine, equip women with competencies to be agents of meaningful change towards a cultural shift to social equality, generate positive attitude and change in social norms towards the acceptance of non-traditional professions for women.

METHOD: The initial phase of the project utilized an explorative research and analysis approach to assess and identify relevant job opportunities in the Palestinian labour market and scalable approaches. Quantitative tools, such as questionnaires and social media polls, as well as qualitative tools; semi-structured interviews and focus group discussions build the foundation.

NEXT STEPS: The explorative phase identified good practices to scale women’s participation in non-traditional sectors, particularly in the automotive industry. Scaling of such approaches could support a paradigm shift in the social and economic situation of women in the Palestinian society.

The DCA/NCA Country Office is now working with its local partners to identify funding opportunities to implement identified best practices in the medium term.
AGILE – AGRicultural Information for Livelihood Enhancement / Cambodia

PROJECT DESCRIPTION: As part of its larger goal of building resilient communities in rural Cambodia, DCA’s AGILE Innovation Project is exploring new ways of promoting sustainable agriculture that harness digital innovations to improve traditional farming practices. AGILE’s main component is the Khmer Smart Farming app – a weather forecasting and crop advisory service for smallholder farmers, using data from DCA-owned or other weather stations in farmers’ communities combined with algorithms on crop performance and farming advisory under various weather conditions. The platform will provide vital information that farmers can use to inform their planning and practice, reducing their exposure to risks – a critically important adaptation mechanism as climate change increasingly disrupts normal Cambodian weather patterns.

METHOD: DCA has worked with NGO’s, academia, local and national government and the UN in a consultative approach to establish the relevance of the app and plotting a pathway for sustainability. A software company was contracted to develop the platform, applying a user-centered design approach working closely with farmers. An open-source innovation approach is applied, making the app’s code available for others to reuse and improve.

NEXT STEPS: In 2019, AGILE will field test and roll-out the platform in target communities. The platform will be further expanded to match functions with user feedback and take advantage of available data sources. The app’s coverage area will be expanded to more provinces by linking it to additional weather stations. A sustainability approach will be developed, so that the platform can be further developed, and use maximized to achieve long term impact and sustainability.

Results:
- Khmer Smart Farming app developed
- User guide and technical manual developed
- Media campaign (radio and print) promoting the app implemented
- 50 farmers onboarded

Expected short-term outcomes: In the launch phase, the app will equip up to 300 farmers to better plan their day-to-day agricultural activities and improve their capacities through sustainable farming methods.

Potential long-term impact:
A fully-scaled up app with expanded datasets will improve the accuracy of crop advisories and empower farmers to make advanced decisions to minimize their risk exposure to drought and other climate hazards. Ultimately this has the potential to increase yields and income, significantly improve resilience of thousands of farmers across Cambodia.
INSECT: INvesting in Smallholder Exports of Crickets to Danish Tables / Cambodia

PROJECT DESCRIPTION: The world is increasingly turning to insects as an environmentally sustainable source of healthy protein, with the market for edible insects projected to grow by 40% annually through 2023. The INSECT project aimed to help Cambodian smallholder farmers tap into this market by equipping them with the skills and linkages to produce cricket products for local and international markets, increasing their income and raising them out of poverty. DCA is partnering with private sector companies including Wholi and Carlsberg (Cambrew) to ramp up smallholder farmers’ production capacities and to help them meet international export standards.

METHOD: Phase I of the project, implemented in 2018, focused on establishing the relevance of commercial cricket farming as a livelihood option, through testing of different cricket farming approaches, onboarding farmers and developing toolkits and manuals for the farmers, and exploring alliances for scale up strategies. Phase II of the project explores two tracks based on farmer performance: one for local consumption and another for export. While continuing direct farmer support, DCA will focus more on creating linkages to local markets and build connections with international buyers.

NEXT STEPS: The INSECT project continues with PHASE II funding from the DCA Innovation Fund in 2019, as PHASE I established the relevance of the approach to increase farmer income. Identifying scaling potentials, local and international, and establish alliances to take advantage of those potentials will be the key focus of PHASE II, and new funding to realize those scaling potentials will be explored.

Results:
- 52 smallholder farmers trained in cricket production
- Market and regulatory assessment report produced
- GAP and organic cricket farming methodology training curriculum developed

Short-term impact:
- 52 farmers have the capacities to farm crickets for local consumption, 48 of which have significantly increased their income.

Potential long-term impact:
- Significant potentials for economic empowerment of farmers engaging in commercial cricket farming. Local scaling strategy is being developed in 2019. Export of crickets, tapping into the growing international market for insects, will take longer to realize but has the potential to create completely new value chain for the benefit of Cambodian farmers.
Promoting new Resilience Approaches in Younger And Smaller municipalities / Nepal

**PROJECT DESCRIPTION:** The project aimed to establish the relevance of using advanced technologies for geospatial datasets consisting of drone based high resolution aerial images, high resolution satellite images and VCA digitisation to develop Risk Sensitive Land Use Planning (RSLUP) for Changunarayan municipality as a demonstration project. The project complemented PRAGATI, an urban Disaster Risk Reduction project of DCA, and other DRR efforts in Nepal, by exploring and establishing the relevance of digital technologies for urban resilience.

**METHOD:** The project worked with local government, academia and a technology partner to apply and test digital tools for satellite and drone imageries, digitised Vulnerability and Capacity Assessment (VCA) tools developed; Digital community hazard and risk maps developed; Community engagement on digital tools for risk reduction.

**NEXT STEPS:** The municipality led the process and will now develop plans that govern land use and infrastructure development based on RSLUP. The identification of risks and hazards at municipal level assists the municipal authority to define proper building bylaws and zoning for their urban areas. The municipality will integrate the geospatial datasets into digital Disaster Information Management System (DIMS) and make these publicly available to all through web-based application. The Standard Operating Procedure (SOP) model for RSLUP will be shared in other municipalities for its replication. Integrating disaster management planning and RSLUP as part of the Integrated Urban Development Plan (IUDP), currently being implemented by the Department of Urban Development and Building Construction (DUDBC), will be explored. Further, DCA will replicate the use of digitised VCA tools in other project locations and share learnings widely through the national disaster preparedness platform for further expansion.

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**Results to date (March 2019):**
- Risk Sensitive Land Use Plan (RSLUP) developed & endorsed by the municipal council; GIS based Evacuation Route Modelling with Humanitarian Open Spaces (HOS); Digitised Vulnerability and Capacity Assessment (VCA) tools developed; Digital community hazard and risk maps developed; Community engagement on digital tools for risk reduction.

**Expected short term outcomes:**
- Changunarayan municipality and other urbanising municipalities institutionalise digitally supported risk informed planning process into their existing system.

**Potential long term impact:**
- Smart use of digital tools and data has the potential to support accurate and agile risk informed land use planning across Nepal.
**PROJECT DESCRIPTION:** In Zimbabwe, small holder farmers typically have small volumes of produce to take to the market at any given time. This presents transport and logistical challenges, resulting in high transport costs, food loss and market inefficiencies. Driven by the challenge of how we best connect producers to the market, this project focuses on developing a mobile phone enabled application that links farmers directly with transporters.

**METHOD:** DCA worked with Opexa, a start-up software developer and Stimulus Trust, a local entrepreneurship support partner, to develop the platform and business case. A user centric design approach was used to develop a prototype, test with users several times and refine the platform.

**NEXT STEPS:** The launch version of ENduna was ready by end 2018, and initially launched with farmers and transporters in and around Bulawayo and Matabeleland North where DCA runs a large-scale resilience support project. Next steps are onboarding of users, expansion to other areas of Zimbabwe, further development of the app and business model, and exploring investments for scale up of the platform. OPEXA is responsible for the technical side where the application software side of things are done. Stimulus is responsible for co-ordinating the field engagement processes and administrative matters. DCA extends the funding, monitoring and advisory role.

**Results to date (March 2019):**
- Fully functioning application developed and launched
- 40 small transporters onboarded

**Expected short term outcomes:**
- Increase number of farmers on platform to 2000, up to 5000 in medium term
- Increase the number of transporters to 100

**Potential long term impact:**
- Significant post-harvest losses and increased income for farmers in Zimbabwe; possible expansion to other countries in the region; app functionalities can support a variety of DCA programming.
- Reduce food loss and establish a sustainable value chain link between producers and market.

**ENduna – The transport app for farm produce / Zimbabwe**

**PROJECT DESCRIPTION:** In Zimbabwe, small holder farmers typically have small volumes of produce to take to the market at any given time. This presents transport and logistical challenges, resulting in high transport costs, food loss and market inefficiencies. Driven by the challenge of how we best connect producers to the market, this project focuses on developing a mobile phone enabled application that links farmers directly with transporters.

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Scaling Regional Innovation Initiatives to Empower Youth / Myanmar

**PROJECT DESCRIPTION:** This project aims to provide youths in regions/states outside of Yangon with access to innovation tools and training, digital skills and knowledge in order to empower the next generation of leaders in Myanmar, support the self-generation of livelihood opportunities and contribute to building critical capacity in decentralized areas. The essential is a moving innovation lab which will introduce four approaches, aimed at addressing core issues such as human rights and access to livelihood opportunities: The objective is to test the initiatives and approaches in communities, identify which methods work well, and harness these learnings into a replicated and scaled-up program.

**METHOD:** Phandeeyar staff travel in an ‘Innovation Bus’ to towns and cities in states and regions outside of Yangon, to implement technology, entrepreneurship and online safety activities:

- **Makerspace:** Workshops using state-of-the-art hardware to empower youth with technical and vocational skills, using mainly 3D printers to showcase how technology can significantly improve people’s lives (eg. 3D-printing of prostheses).
- **Regional Startup Challenge:** Mobilizes and encourages local tech and entrepreneurial talent to present their business ideas to a wider audience and judges. The challenge also offers participants tools and insights on how to develop their ideas to generate businesses, online platforms and other products and services.
- **Digital Security Training:** These trainings target civil society, community members, activists and other influential members of society to build awareness and a deeper understanding of human rights and online safety in the digital sphere.
- **Hackathon:** The hackathons are sprint-like events in which developers, graphic designers, project managers together to solve a given problem based on local issues. The goal of the hackathons is for participants to create usable software and viable pathways towards solving the challenge.

**RESULTS TO DATE:**

The project has so far carried out preparation activities, building the partnership between DCA-NCA and Phandeeyar, community outreach, establishing local partnerships, designing activities and streamlining the program.

- 3 Hackathon, Makerspace and Digital Security Trainings with 62-80 participants per activity;
- 9 winning teams from both the Hackathon and Start-up Challenge selected to further develop their ideas through small grants; Winning ideas included online platforms, food delivery and taxi services and automation of irrigation systems.

**EXPECTED SHORT TERM OUTCOMES:**

Participants expected to gain a range of knowledge and skills; digital security and literacy, technical and entrepreneurship skills, Improved networking with students, CSOs, youth groups, private sector business people and community members.

**POSSIBLE LONG TERM IMPACT:**

Project activities can build the foundation for youth and local communities’ engagement in start-up companies and online platforms to create viable livelihood opportunities.

**NEXT STEPS:** Identify where activities can complement/fill gaps in the education system and design the curricula accordingly – for example, through research and connecting with the Government Technical High Schools, Tech Universities. Further outreach.
**Kakuma SMART Learners / Kenya**

**PROJECT DESCRIPTION:** In refugee settings like Kakuma, less than 10 percent of the youth graduating from primary school can continue their education. In February 2017 DCA Kenya and LLAB prototyped a localized, participatory and blended approach to building youth’s business skills and entrepreneurship in Kakuma refugee camp. The solution is different from classic face-to-face training by expanding and spacing the learning process through technology using smartphones as a primary delivery tool for on-demand and peer-to-peer learning.

This project takes the prototype through a comprehensive testing process to obtain proof-of-concept for the approach.

**METHOD:** Jointly implemented by DCA Kenya, DCA Learning Lab and with local partners for content and media production, the approach has been designed with the users in Kakuma through two separate co-horts that have tested the approach and provided feedback. Five of the initial 15 users of the platform have been involved as facilitators in subsequent test rounds, integrating peer-to-peer learning in the process.

**NEXT STEPS:** Proof-of-concept for the mobile and blended learning approach will be established in 2019. A Phase II extension from the DCA Innovation Fund enables a strong focus on learning capture and development of a scaling strategy for the approach.

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**Results to date (March 2019):**

- 45 youths from Kakuma and host community trained through the approach
- 20 participants graduated from business model canvas (BMC) stage to start the process of business plan development.
- Average of about 60% peer to peer connections within the learning platform
- Shortlisting for the 2018 UNHCR innovation awards.

**Expected short term outcomes:**

- Outcome assessment for the initial co-horts. Improved business knowledge expected.
- Proof of concept and comprehensive lessons documentation and manuals for scale up

**Potential long term impact:**

- Wider use by DCA and others - leading to improved learning for refugees, host communities and similar target groups using the blended learning methodology.
CIVIC TECH – Mapping for accountability / Global

PROJECT DESCRIPTION: New technologies offer both opportunities and challenges to support DCA’s work in the field of fighting extreme inequality. As technologies proliferate, appropriate match of technological solutions to local contexts become more challenging to identify. DCA already includes a range of technologies in our programs to support, help monitor and ensure a space for civil society and protection of human rights defenders and more. However, a key challenge for organizations like DCA is to continuously assess and identify the most relevant and secure technology for the users and ensure that it is applied and used appropriately.

METHOD: We commissioned DareDisrupt to undertake initial research and a mapping exercise that helped us better understand, know and gain access to relevant technologies and apps specifically focused on technological applications in the fields of accountability and transparency, citizen journalism, support to human rights defenders, government accountability and related fields. In cooperation with contributors from DCA country offices, HQ, partners and external stakeholders DareDisrupt produced an easily accessible mapping and overview of existing and emerging technological applications in this field accompanied by a preliminary stakeholder analysis of the technology for accountability scene help DCA identify relevant partners for future outreach and programming. The mapping was launched at an open event at DCA HQ.

NEXT STEPS: The challenge now is to use and implement some of the experiences from the mapping. The mapping will be discussed at the May meeting, at a global FIGHT seminar in August and in individual consultations and webinars with AC officers and other relevant colleagues. If there is interest a CoP will be established. The mapping feeds into the implementation of the international strategy on FIGHT. DCA aims to play a stronger role in bringing relevant stakeholders together (CSOs, tech community, donors, governments, etc.) to jointly come up with digital solutions that promote accountability.

Results to date (March 2019):
- Two participatory workshops with HQ and CO staff
- Civic Tech Mapping Report
- Launch Event with broad participation from the Danish civil society, UN, MoFA and tech companies

Expected short term outcomes:
- Increased focus, motivation and engagement in civic tech of staff working with the implementation of the FIGHT goal
- Informed discussions around use of civic tech
- Active use of the mapping to help ideation and inclusion of civic tech in project and programme work

Potential long term impact:
- Increased awareness, concrete projects that include civic tech
Enhancing Food Production, Income Generation and Local Market Access to Nutritious food for Refugees and Host Communities / Ethiopia

PROJECT DESCRIPTION: The project will focus on sustainable improvement in the livelihood status of the Eritrean refugees in Aysaita District, Afar regional state by providing them with access to irrigation fields along Awash river in combination with establishing connection to local markets and income generating opportunities.

As the project aims to add additional income and diversified livelihood to refugee communities living in camps an added goal is also for the refugee community to form social integration with the host community.

METHOD: The activities focus on using innovative systems in combination with traditional cropping system. Assisting refugee households’ access to irrigable land through sharecropping arrangement with host community landowners under restrictive encampment policy of the government; training of both refugee and host community households on crop production and protection; provide key agricultural inputs to refugee households (seed, farm tools, etc.); establishing a platform that brings producers, processors, whole sellers/output buyers, and support institutions together and establishing linkages.

NEXT STEPS:
- Assist participating refugees to properly harvest and store their produce
- Strengthen linkage with processors and output buyers
- Explore funding sources for scaling-up best practices
- Document learnings

Results to date (March 2019):
- 60 refugee households (16 F) grow maize crop on host community farm land through sharecropping arrangements.
- A platform consisting of producers, processors, output buyers, and support functions established
- 60 households with pastoralist background trained on irrigation farming crop production and protection.

Expected short term outcomes:
- Restore hope and dignity for refugees by being able to support families
- Improved social cohesion between refugees and host communities on win-win bases.

Potential long term impact:
- Self-reliance and gradual socio-economic inclusion of refugees in tandem with the CRRF and government pledges
- Establish sustainable linkages between different actors of the value chain
Commercial Production and Marketing of Vermicompost Project / Bangladesh

PROJECT DESCRIPTION: The Commercial Production and Marketing of Vermicompost Project (CPMV) was launched in two districts in Northern Bangladesh in July 2018. The districts are known as Thakurgaon and Panchagarh. RDRS, a long-standing partner of DCA, was selected as the partner for this project.

Project implementation entailed recruiting additional staff and setting up offices in the two districts from which RDRS would operate the project. The project aimed to promote production and commercialization of organic fertilizer (vermicomposting) by engaging smallholder farmers to produce the vermicompost and establishing a market.

METHOD: The project engaged smallholder farmers (especially women and youth) and established a market channel through good packaging and attractive branding. Farmers can produce their own vermicompost using locally available red worms with cow-dung, wastes and banana-stem in concrete rings.

● In the initial phase, a market assessment was carried out. Based on this a business care package was developed by an external consultant, and different business models for the value chain actors were tested.
● Ten youth entrepreneurs were selected and trained to be involved in the growth of the two Organic Fertilizer Centers (OFCs). 300 female producers were selected and trained on vermicompost production.

RESULTS to date (March 2019):
● 300 female producers trained
● By the end of the project, 95% of selected producers were producing vermicompost at a household level.
● OFC’s are fully operational, after receiving capital support from the project.

EXPECTED short term outcomes:
● Behaviour change that leads to commercially and environmentally sustainable farming practices

EXPECTED long term impact:
● National level commercialization of household produced vermicompost, is possible in the long-term with the correct national government commercial licensing. In the long term, soil and food quality improvement, as farmer groups become less dependent on chemical fertilizers.

NEXT STEPS: In the preliminary stage farmers used their product on their own land. Raising awareness with other farmers about the benefit of vermicompost. In the later stages of the project they sold their products to their neighbour, and nearby OFC’s. A key challenge to scaling is commercial licensing and access to finance for producers, and RDRS will be exploring this further.
Mobile messaging for refugees and host communities / Uganda

PROJECT DESCRIPTION: Farmers in refugee settlements and host communities in West Nile region of Uganda have limited access to accurate and reliable agricultural advisory services and market information. Information has to be accessible for the farmers in addressing this fundamental problem. This project aims to promote use of mobile applications for increased productivity and improved livelihood opportunities for refugees and host communities. DCA is piloting an SMS-based farmer advisory service, which provides farmers with access to information on improved agronomic practices, weather, post-harvest handling, available markets and prices, and digital payment solutions using innovative technological options on channels Android and SMS subscription-based service. The mobile messaging application will utilize an existing platform provided by a technology partner Ensibuuko that is providing the technology platform and service.

METHOD: Ensibuuko is providing the technology platform in partnership with; aWhere – who provide high level precision weather forecast, and NARO (National Agricultural Research Organisation) who provide customized agronomic content for all the targeted crops as well as technical support. The process follows a User-Centered and Design Thinking approach involving close engagement with targeted end-users.

NEXT STEPS: In 2019 the aim is to seek out the potential for scaling the solution to existing programs – and through the feedback on the product begin to expand the project to additional farmer groups. Profile additional crops with economic potential in the region beyond sunflower and soya beans.

Results to date (March 2019):
Customizations are complete and profiling tools have been deployed. 180 farmer groups (4,500 farmers) out of 260 farmers groups have been profiled, a continuation of this process is still ongoing.

First round of sms messages for current season have been sent, for soya bean and sunflower farmers.

Expected short term outcomes:
- Increased use of mobile technology by the farmers in their work by accessing of agricultural information
- Increased uptake of good agronomic practices by the farmers

Potential long term impact:
- Increased productivity and farmer incomes.
- Increased access to financial services and products for the farmers.
5. Budget overview for the DCA Innovation Fund 2018

Consolidated Financial Report: Danida Innovation Funds 2018

### 2018 Key figures (DKK)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Innovation Fund Allocations</td>
<td>4,103,558</td>
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<tr>
<td>Total Innovation Fund Expenditure</td>
<td>3,508,943</td>
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<tr>
<td>Partner transfer from Innovation Funds</td>
<td>1,388,214</td>
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<tr>
<td>Innovation Management and Coordination</td>
<td>424,809</td>
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<tr>
<td>Innovation share of total Danida SPA</td>
<td>2%</td>
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### Innovation Fund Allocation (2018)

<table>
<thead>
<tr>
<th>Project name</th>
<th>Country</th>
<th>CIV</th>
<th>HUM</th>
<th>Actuals 2018</th>
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<tbody>
<tr>
<td>Danida Innovation fund Coordination</td>
<td>Intl. Mgt., HQ</td>
<td>265,661</td>
<td>159,397</td>
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<td>E-Nduna Transport App</td>
<td>Zimbabwe</td>
<td>425,000</td>
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<td>INSECT: Commercializing cricket production</td>
<td>Cambodia</td>
<td>321,000</td>
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<td>AGILE: Khmer Smart Farmer</td>
<td>Cambodia</td>
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<td>337,937</td>
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<tr>
<td>Tech. For Accountability</td>
<td>PAL, HQ</td>
<td>250,000</td>
<td>-</td>
<td>195,066</td>
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<tr>
<td>Increasing women's participation in non-traditional sectors</td>
<td>Palestine</td>
<td>100,000</td>
<td>-</td>
<td>107,000</td>
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<tr>
<td>Innovation for Youth Empowerment and Social Change</td>
<td>Myanmar</td>
<td>535,000</td>
<td>-</td>
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<tr>
<td>PRAYAS</td>
<td>Nepal</td>
<td>250,000</td>
<td>-</td>
<td>250,000</td>
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<tr>
<td>Mobile Messaging Solution</td>
<td>Uganda</td>
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<td>280,000</td>
<td>103,691</td>
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<td>Enhancing local food production</td>
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<td>Kakuma Smart Learner</td>
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<td>Piloting commercial vermicompost production</td>
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<td><strong>Subtotal</strong></td>
<td><strong>2,694,161</strong></td>
<td><strong>1,409,397</strong></td>
<td><strong>2,593,568</strong></td>
<td><strong>915,376</strong></td>
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