



Training of Trainers (ToT) Module 2

INNOVATION FOR COMMUNITY DEVELOPMENT IN THE SOMALI CONTEXT

ToGETHER 2.0 Programme

Target Group: **Local Humanitarian Partners (LHPs)**

Developed by:



ACKNOWLEDGEMENT

This Training of Trainers (ToT) Manual on Innovation for Community Development in Somali Context has been developed through a collaborative and consultative process involving national and local humanitarian actors committed to strengthening locally led solutions and adaptive community action.

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This manual reflects the collective commitment of all stakeholders to ensure that climate adaptation knowledge is practical, context-appropriate, and directly usable by local humanitarian actors to improve preparedness, response, and resilience outcomes across Somalia.

We thank all contributors for their time, expertise, and collaboration

ACRONYMS & ABBREVIATIONS

Acronym	Description
AAP	Accountability to Affected Populations
CBA	Community-Based Adaptation
CBO	Community-Based Organization
CSO	Civil Society Organization
DKH	Diakonie Katastrophenhilfe
DRR	Disaster Risk Reduction
ESG	Environmental, Social, and Governance
FbF	Forecast-based Financing

FGD	Focus Group Discussion
GBV	Gender-Based Violence
GIS	Geographic Information System
HDP Nexus	Humanitarian–Development–Peace Nexus
ICT	Information and Communication Technology
IDP	Internally Displaced Person
IE	Inclusion and Equity
KAP	Knowledge, Attitudes, and Practices
KII	Key Informant Interview
LG	Local Governance
LHP	Local Humanitarian Partner
LR	Localization
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability, and Learning
MHPSS	Mental Health and Psychosocial Support
NGO	Non-Governmental Organization
ODK	Open Data Kit
PSEA	Protection from Sexual Exploitation and Abuse
PMWDO	Puntland Minority Women Development Organization
PPP	Public–Private Partnership
RFP	Request for Proposal
SME	Small and Medium Enterprise
SMS	Short Message Service
SOP	Standard Operating Procedure
ToGETHER 2.0	Towards Greater Effectiveness and Timeliness in Humanitarian Emergency Response 2.0
ToT	Training of Trainers
VSLA	Village Savings and Loan Association
WASH	Water, Sanitation, and Hygiene
Abyan Consulting Ltd	Technical partner providing curriculum design, research, and training support

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MODULE 2: INNOVATION FOR COMMUNITY DEVELOPMENT IN THE SOMALI CONTEXT

Introduction

Humanitarian and development challenges in Somalia are increasingly complex, shaped by climate shocks, protracted displacement, youth unemployment, limited resources, and fragile service delivery systems. Addressing these challenges requires approaches that go beyond traditional project delivery models and instead promote innovation that is locally driven, inclusive, and grounded in community realities. Local Humanitarian Partners play a critical role in identifying context-specific solutions, yet often lack structured tools to systematically apply innovation in programme design and implementation. This training module is developed under the ToGETHER 2.0 Programme, which seeks to strengthen the leadership, effectiveness, and operational capacity of local humanitarian actors through harmonized and practical capacity-building interventions.

The module is designed to support PMWDO and partner Local Humanitarian Partners to adopt community-centered innovation approaches that enhance problem-solving, adaptability, and sustainability across humanitarian and resilience programming. The module emphasizes low-cost, scalable, and culturally appropriate innovations, recognizing the constraints of low-connectivity environments and resource-limited settings in Somalia. It builds on existing community knowledge, youth creativity, and women's leadership, while integrating safeguarding, inclusion, and Do No Harm principles to ensure innovation processes are ethical and socially responsible.

Through practical tools, Somali-specific case studies, and participatory exercises, participants will learn how to identify community challenges, co-create solutions with affected populations, test and adapt innovations, and integrate successful practices into organizational systems. The module equips Local Humanitarian Partners with practical methods to move from ideas to action while strengthening accountability, ownership, and long-term impact at the community level.

Module Purpose

This module strengthens the capacity of Local Humanitarian Partners (LHPs) in Somalia to **apply practical, inclusive, and low-cost innovation approaches** to community development and humanitarian programming, particularly in **resource-constrained, fragile, and conflict-affected environments**.

The module emphasizes **local solutions, youth leadership, gender inclusion, and humanitarian principles**, drawing on **real Somali and East African examples**.

Target Participants:

- Local NGOs and CSOs
- Youth- and women-led organizations
- Community development officers
- Program managers and field staff
- Innovation, MEAL, and partnership focal points

Module Duration (Suggested)

- 5–7 training days (flexible, modular delivery)

Training Approach

- Adult learning methodology
- Participatory and reflective learning
- Case-based discussions
- Practical tools and simulations
- Action-oriented planning

Overall Learning Outcomes

By the end of this module, participants will be able to:

- Explain innovation in simple and practical terms within the Somali humanitarian context
- Identify adaptable local innovative practices already used by communities and LHPs
- Apply problem-solving and design thinking tools in resource-constrained settings
- Promote inclusive and gender-responsive social innovation
- Support youth-led innovation initiatives, including climate and community solutions
- Design, test, and scale innovative solutions responsibly
- Monitor and evaluate innovation outcomes and learning

MODULE STRUCTURE AND CONTENT OUTLINE

Unit 1: Understanding Innovation in the Somali Context

1. Introduction

Somali local NGOs operate in complex humanitarian and development environments shaped by protracted conflict, climate variability, displacement, and limited resources. In such contexts, innovation is not a luxury—it is a necessity. This unit introduces innovation in a way that is practical, locally grounded, and relevant to Somali realities.

The unit emphasizes that innovation is not only about technology or funding, but about improving how communities and organizations solve problems using available resources, knowledge, and relationships.

2. Learning Outcomes

By the end of this unit, participants will be able to:

- Understand what innovation means in humanitarian and community development work
- Recognize that innovation does not always require high technology or high cost
- Identify and value local innovations already practiced in Somali communities
- Distinguish between different types of innovation
- Apply humanitarian principles when designing or adopting innovative approaches

3. Key Concepts and Definitions

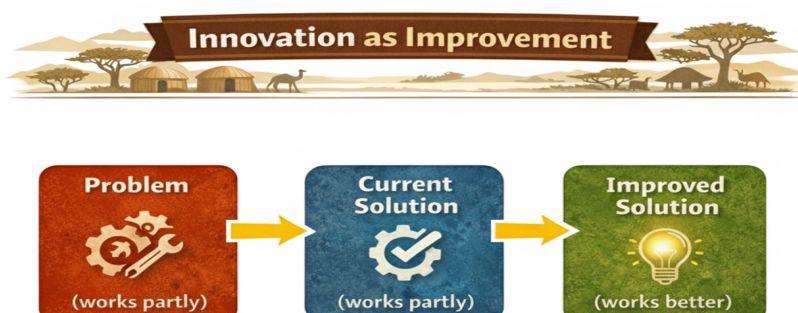
3.1 Innovation (Simple Definition)

Innovation means finding better ways to solve problems. These better ways may involve:

- Improving existing practices
- Adapting traditional solutions to new challenges
- Combining old knowledge with new ideas

Innovation focuses on impact and improvement, not on novelty alone.

Diagram 1:



3.2 Local Innovation

Local innovation refers to solutions developed by communities themselves, based on:

- Indigenous knowledge
- Cultural practices
- Local resources
- Lived experience of risk and resilience

Examples in Somalia include:

- Clan-based conflict mediation mechanisms
- Informal savings and credit groups (Ayuto / Hagbad)
- Communal water-sharing agreements during drought
- **Local early warning indicators** (livestock health, pasture condition, wind patterns) triggering early action

Local innovation is often:

- Low-cost
- Contextually appropriate
- More sustainable than externally introduced solutions

Key Message:

Communities are not just beneficiaries, they are innovators.

3.3 Humanitarian Innovation

Humanitarian innovation involves new or improved ways to prevent, respond to, or recover from humanitarian crises, while upholding humanitarian principles.

This can include:

- New program designs
- Improved service delivery models
- Better coordination or feedback mechanisms

Humanitarian innovation should:

- Address real needs
- Reduce harm and risk
- Improve accountability to affected populations

3.4 Incremental vs. Transformative Innovation

Incremental Innovation: Incremental innovation involves small, continuous improvements to existing practices.

Examples:

- Improving beneficiary targeting criteria
- Adjusting cash transfer delivery schedules
- Enhancing community feedback mechanisms

Transformative Innovation

Transformative innovation leads to fundamental change in systems or approaches. That upholds dignity, choice and protects human rights.

Examples:

- AI-powered disaster prediction systems guiding pre-crisis funding release
- Digitally integrated multi-sector case management platforms
- Community-led anticipatory action models linked to national disaster systems

Mobile-based livestock insurance linked to climate triggers

4. Somalia Context Narrative: Innovation from Necessity

Somali communities have a long history of innovation driven by:

- Chronic scarcity
- Recurrent droughts and floods
- Insecurity and displacement
- Weak formal institutions

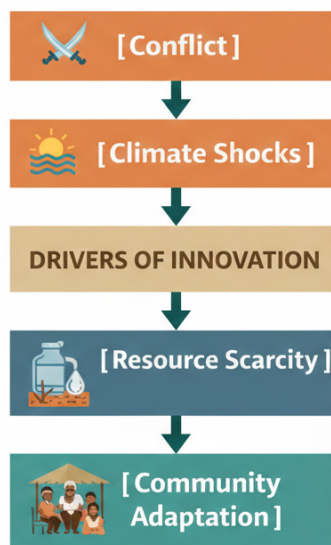
Rather than waiting for external solutions, communities have adapted creatively.

4.1 Examples of Somali Innovation

- Informal savings groups (Hagbad): Supporting household resilience and business recovery
- Mobile money platforms: Enabling safe, fast, and transparent cash transfers
- Community-led early warning systems: Using local indicators (rainfall patterns, livestock health, water levels)
- Diaspora support networks: Mobilizing remittances for emergency and development needs
- Diaspora remittance coordination activated during forecasted crises
- Local NGOs piloting AI-assisted rainfall and crop prediction tools
- SMS-based livestock disease alerts
- Digitally enabled protection case tracking systems

These examples show that innovation is already embedded in Somali society and is increasingly data-driven, preventive and digitally enabled..

Diagram 2: Drivers of Innovation in Somalia



5. Participatory Exercise: Innovation Reflection

Exercise Objective

To help participants recognize and value innovations already present in their communities.

Instructions

1. Divide participants into small groups (4–6 people)
2. Ask each group to discuss:
 - What problems do communities face regularly?
 - What local solutions are already being used?
3. Each group lists at least 3 local innovations
4. Groups share their findings in plenary

Guiding Questions

5. Who created the solution?
6. What resources were used?
7. Why does the solution work?
8. How could it be improved or scaled?

Facilitator Tip: Emphasize that there are no “wrong answers.” The goal is learning, not evaluation.

6. Integrating Innovation into Humanitarian Work

Innovation in humanitarian settings must align with core humanitarian principles.

6.1 Humanity

Innovation should:

- Reduce suffering
- Protect dignity
- Prioritize the most vulnerable

6.2 Neutrality

Innovative approaches must not:

- Favor one group over another
- Be perceived as taking sides in conflict

6.3 Impartiality

Innovation must be based on:

- Needs, not clan, gender, or political affiliation
- Transparent and fair criteria

6.4 Independence

Innovative solutions should:

- Avoid political or military influence
- Maintain operational autonomy

Diagram 4: Innovation within Humanitarian Principles

Humanitarian Principles

Humanity	Neutrality	Impartiality	Operational independence
Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.	Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.	Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no distinctions on the basis of nationality, race, gender, religious belief, class or political opinions.	Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.

7. Do No Harm and Inclusion Considerations

Innovation should not:

- Increase protection risks
- Exclude women, minorities, or persons with disabilities
- Deepen clan or power imbalances

Before adopting an innovation, ask:

- Who benefits?
- Who might be excluded?
- What unintended risks could arise?

Key Principle: Innovation must be safe, inclusive, and conflict-sensitive.

8. Key Takeaways

- Innovation is about better problem-solving, not technology alone
- Somali communities are rich sources of innovation
- Both incremental and transformative innovations matter
- Humanitarian principles must guide all innovation efforts
- Local NGOs play a critical role in identifying, adapting, and scaling responsible innovations

9. Reflection Question

What is one local innovation you see differently now and how could your organization support it more effectively?

UNIT 2: LOCAL INNOVATIVE PRACTICES IN SOMALI HUMANITARIAN PROGRAMMING

Introduction

Somali humanitarian response has increasingly demonstrated that local humanitarian partners (LHPs) and communities are not only implementers, but innovators. In a context of recurring shocks, limited resources, and access constraints, Somali actors have developed practical, adaptive, and culturally grounded solutions that often outperform externally designed interventions.

This unit focuses on documenting, understanding, and strengthening existing local innovative practices in Somali humanitarian programming. It emphasizes why local solutions are often more sustainable, trusted, and scalable when properly supported.

2. Learning Outcomes

By the end of this unit, participants will be able to:

- Identify existing innovative practices used by LHPs and communities
- Explain why local solutions are often more sustainable than externally driven approaches
- Analyze who leads, who benefits, and who may be excluded from local innovations
- Recognize common gaps in how local innovations are documented, learned from, and scaled

3. Understanding Local Innovation in Practice

Local innovative practices are often:

- Context-specific: shaped by culture, clan systems, and livelihoods
- Low-cost and adaptive: using available resources
- Socially embedded: rooted in trust, relationships, and reciprocity

Unlike externally introduced models, local innovations tend to align closely with:

- Community priorities
- Social norms and power structures
- Long-term sustainability beyond project cycles

Diagram 1: Local vs External Innovation Pathways



4. Key Local Innovative Practices in Somali Humanitarian Programming

4.1 Mobile Money for Cash Assistance

Somalia is globally recognized for its advanced mobile money ecosystem, which emerged from necessity rather than formal banking systems.

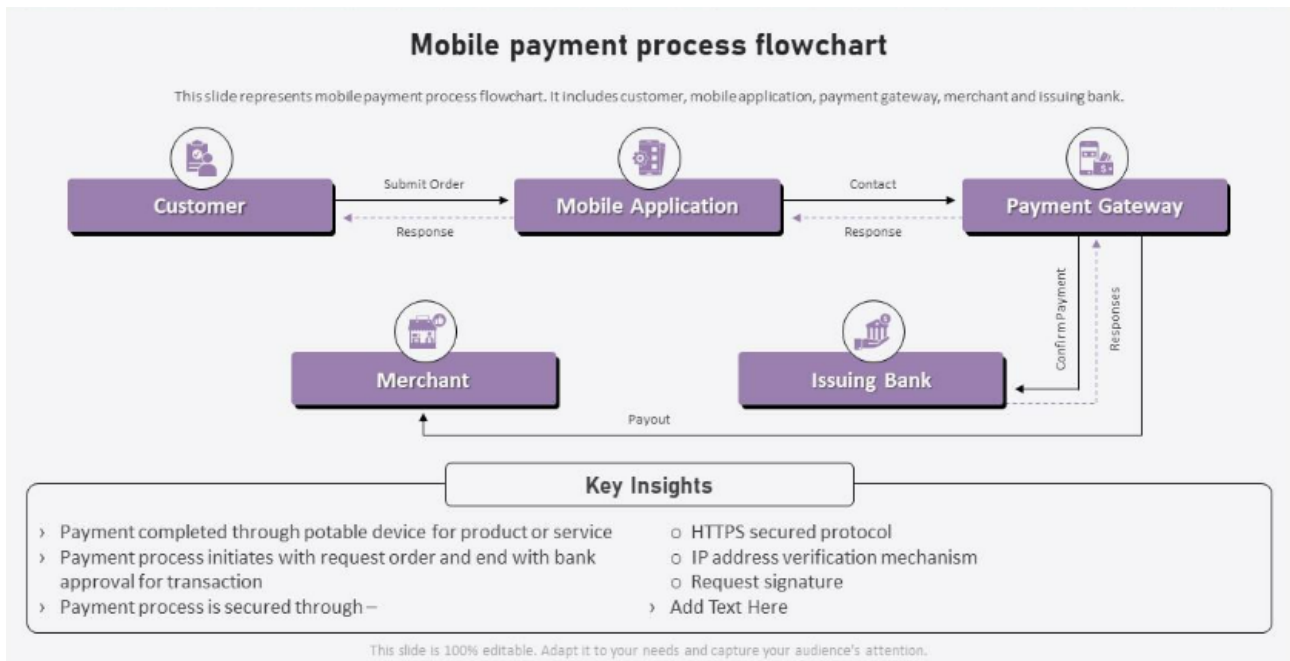
Innovative aspects include:

- Rapid and secure cash transfers
- Reduced protection risks associated with physical cash
- Improved transparency and accountability

For humanitarian actors, mobile money has:

- Transformed cash-based assistance delivery
- Enabled remote programming in insecure areas
- Supported dignity and choice for affected populations

Diagram 1: Mobile Money Cash Assistance Flow



4.2 Community Feedback Mechanisms (CFMs)

Community feedback mechanisms are locally adapted systems that allow affected people to:

- Share concerns
- Report complaints
- Influence program decisions

Examples include:

- Community elders acting as feedback focal points
- Suggestion boxes adapted to literacy levels
- Feedback collected through women's or youth groups

When locally led, CFMs:

- Increase trust
- Reduce conflict and rumors
- Improve program relevance

4.3 Local Water Management Innovations

In drought-affected areas, communities have developed innovative water management practices to cope with scarcity.

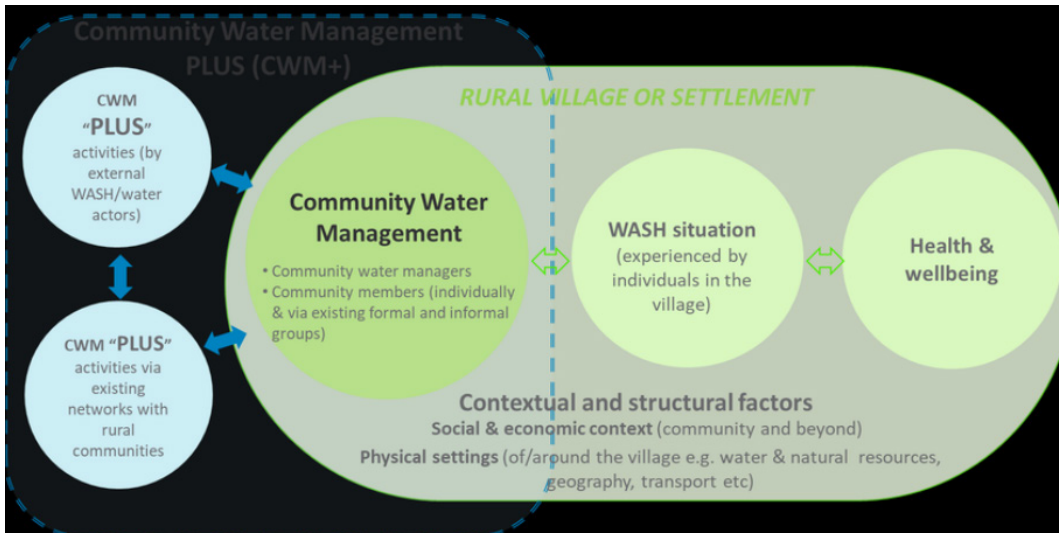
Examples include:

- Community-managed water kiosks
- Rotational water access schedules
- Local water committees regulating use and fees

These practices often:

- Reduce conflict over water
- Improve maintenance of infrastructure
- Ensure continued access after project exit

Diagram 2: Community Water Management Structure



4.4 Informal Protection and Support Networks

In the absence of strong formal protection systems, Somali communities rely on:

- Clan-based safety nets
- Women-led mutual support groups
- Youth solidarity networks

These networks provide:

- Emergency assistance
- Psychosocial support
- Protection referrals and mediation

Such systems are flexible, rapid, and trusted, though often invisible to formal humanitarian actors.

5. Case Studies from Somalia

5.1 Community-Managed Water Kiosks in Drought-Affected Areas

In several drought-prone regions, communities have established water kiosks managed by local committees. These committees:

- Set affordable prices
- Manage maintenance funds
- Prioritize vulnerable households during shortages

Why this is innovative:

- Shifts ownership from NGOs to communities
- Encourages accountability and sustainability
- Reduces dependency on emergency water trucking

5.2 Grassroots Women-Led Savings Groups Supporting Displaced Families

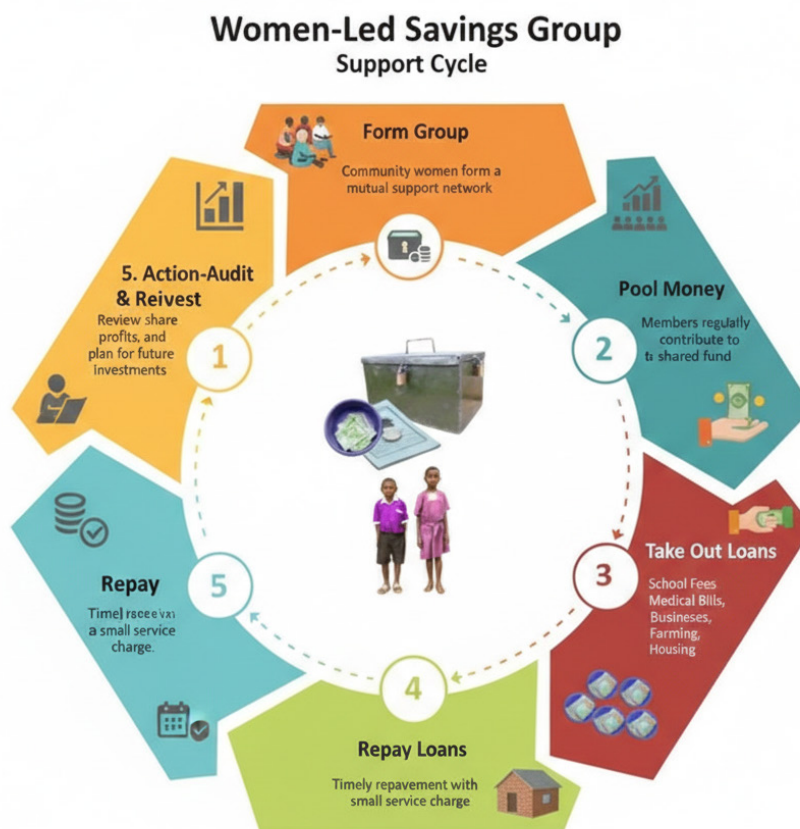
Women-led savings groups have played a critical role in supporting internally displaced persons (IDPs) by:

- Providing small loans
- Covering emergency needs
- Supporting livelihood recovery

Why this matters:

- Builds financial resilience
- Strengthens women's leadership
- Reaches households often missed by formal aid

Diagram 3: Women-Led Savings Group Support Cycle



6. Participatory Exercise: Mapping Local Innovations

Exercise Objective

To analyze local innovations through a power and inclusion lens.

Instructions

1. Divide participants into small groups
2. Each group selects one local innovation
3. Map the following:
 - Who leads the innovation?
 - Who benefits most?
 - Who may be excluded or marginalized?
4. Groups present findings in plenary

7. Desk Review Findings: Gaps in LHP Innovation Practice

Despite strong local innovation, desk reviews of Somali LHPs highlight common gaps.

7.1 Innovation Seen as External or Donor-Driven

Many LHPs perceive innovation as:

- A donor requirement
- Linked to technology or pilots
- Led by international actors

This perception limits confidence in recognizing local practices as innovation.

7.2 Limited Documentation of Local Innovations

Common challenges include:

- Innovations not written down
- Knowledge remaining with individuals
- Lack of simple documentation tools

As a result, valuable learning is often lost.

7.3 Weak Learning and Scaling Mechanisms

LHPs often lack:

- Platforms to share lessons
- Resources to test and adapt innovations
- Support to scale successful practices

Diagram 5: From Innovation to Scale – The Missing Links



8. Strengthening Local Innovation in LHPs

To address these gaps, Somali local NGOs can:

- Recognize everyday practices as innovation
- Create simple tools to document what works
- Facilitate peer learning across organizations
- Advocate for donor flexibility and learning budgets

Key Message:

Scaling innovation does not always mean expansion, it can also mean replication, adaptation, or policy influence.

9. Key Takeaways

1. Somali communities and LHPs are rich sources of innovation
2. Local solutions are often more sustainable and trusted
3. Power and inclusion analysis is critical
4. Documentation and learning are essential for scaling
5. Donors and partners must shift from extraction to support

10. Reflection Question

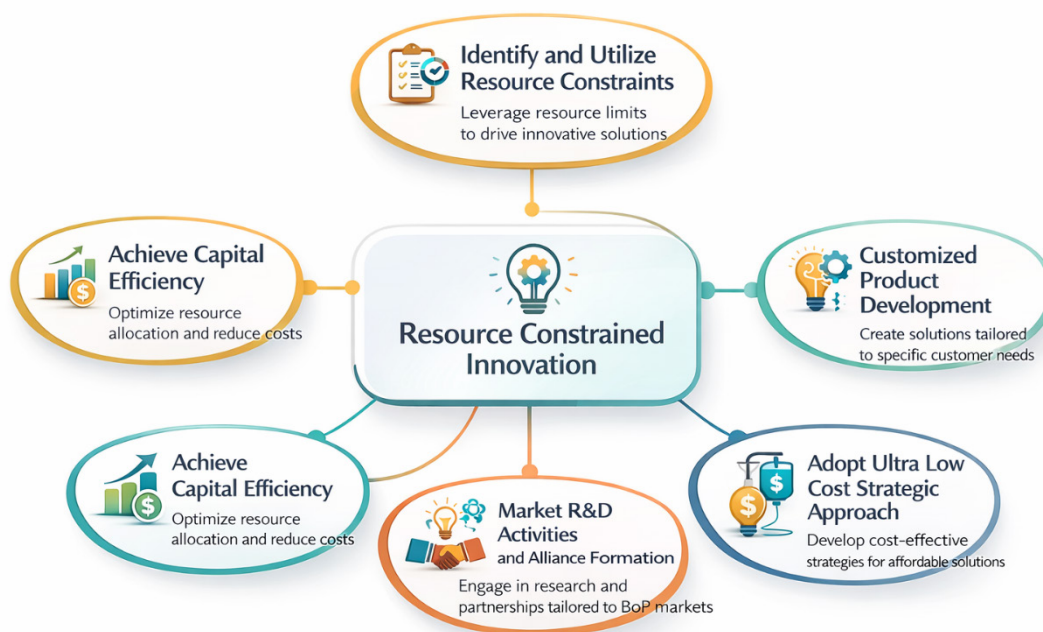
Which local innovation in your organization or community deserves more recognition and what is one step you can take to strengthen it?

UNIT 3: PROBLEM-SOLVING INNOVATION IN RESOURCE-CONSTRAINED ENVIRONMENTS

1. Introduction

Somali local NGOs work in environments marked by limited funding, fragile infrastructure, climate shocks, displacement, and complex clan and power dynamics. In such resource-constrained environments, innovation must be practical, low-cost, and sensitive to social realities.

This unit focuses on problem-solving innovation, the ability to clearly define problems, understand their root causes, and design frugal solutions that work within existing constraints. The unit equips participants with simple, structured tools that can be applied immediately in humanitarian and community development programming.



2. Learning Outcomes

By the end of this unit, participants will be able to:

- Apply structured problem-solving methods in humanitarian contexts
- Clearly define problems before proposing solutions
- Conduct root cause analysis for community challenges
- Design low-cost, practical, and testable solutions
- Apply *Do No Harm* principles, considering conflict, power, and clan dynamics

3. Key Concepts and Definitions

3.1 Problem Definition

A problem is the difference between the current situation and the desired situation.

In humanitarian work, problems are often:

- Complex and interconnected
- Influenced by governance, power, and access
- Mistaken for symptoms

Example:

- Symptom: “There is no water today”
- Problem: “The water system is poorly managed and unsustainable”

Note: Clear problem definition prevents wasted resources and ineffective interventions.

3.2 Root Cause Analysis

Root cause analysis helps identify the deeper reasons a problem exists, rather than addressing surface-level symptoms.

It asks:

- Why does this problem keep happening?
- What systems or behaviors sustain it?
- Who controls decisions and resources?

Note: Understanding root causes is essential for sustainable and conflict-sensitive solutions.

3.3 Frugal Innovation

Frugal innovation refers to creating solutions that are:

- Low-cost
- Simple and practical
- Locally manageable
- Resource-efficient

Frugal innovation is especially relevant in Somali contexts where:

- Budgets are limited
- Access is constrained
- Community ownership determines sustainability

4. Structured Problem-Solving Tools

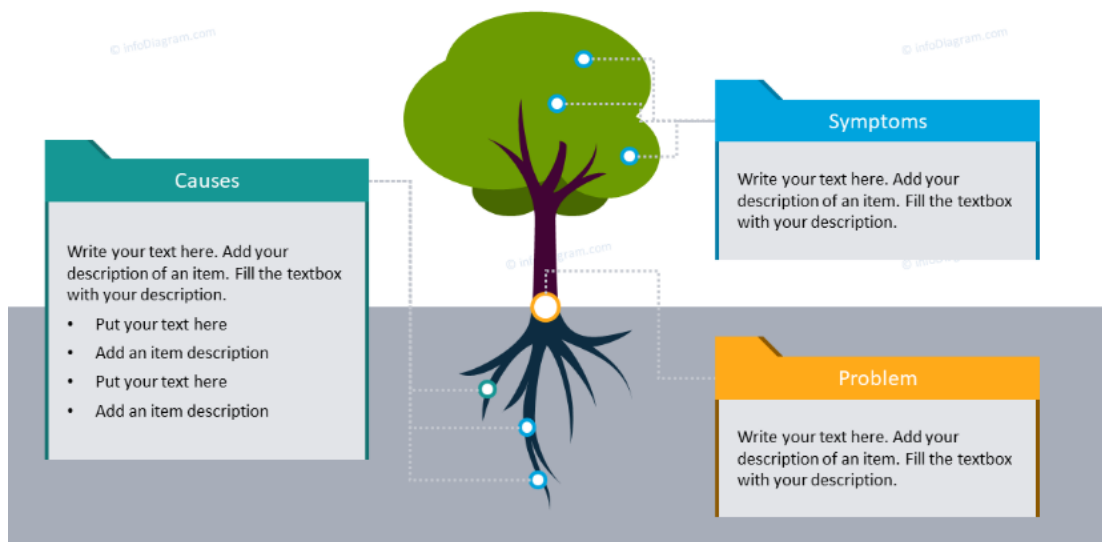
4.1 Problem Tree Analysis

The problem tree is a participatory visual tool used to analyze a problem by separating:

- Core problem
- Root causes
- Effects

Structure of a Problem Tree

Diagram 3: Problem Tree Structure



Note: This tool encourages teams to think systemically and collaboratively.

4.2 “5 Whys” Technique

The 5 Whys technique explores root causes by repeatedly asking “Why?” until underlying issues are revealed.

Example: Water Access in an IDP Camp

Problem: Water shortages

Why? → Water pump breaks frequently

Why? → No regular maintenance

Why? → No maintenance budget

Why? → No agreed community contribution system

Why? → Community not involved in decision-making

Note: This method highlights governance and participation gaps rather than technical failures alone.

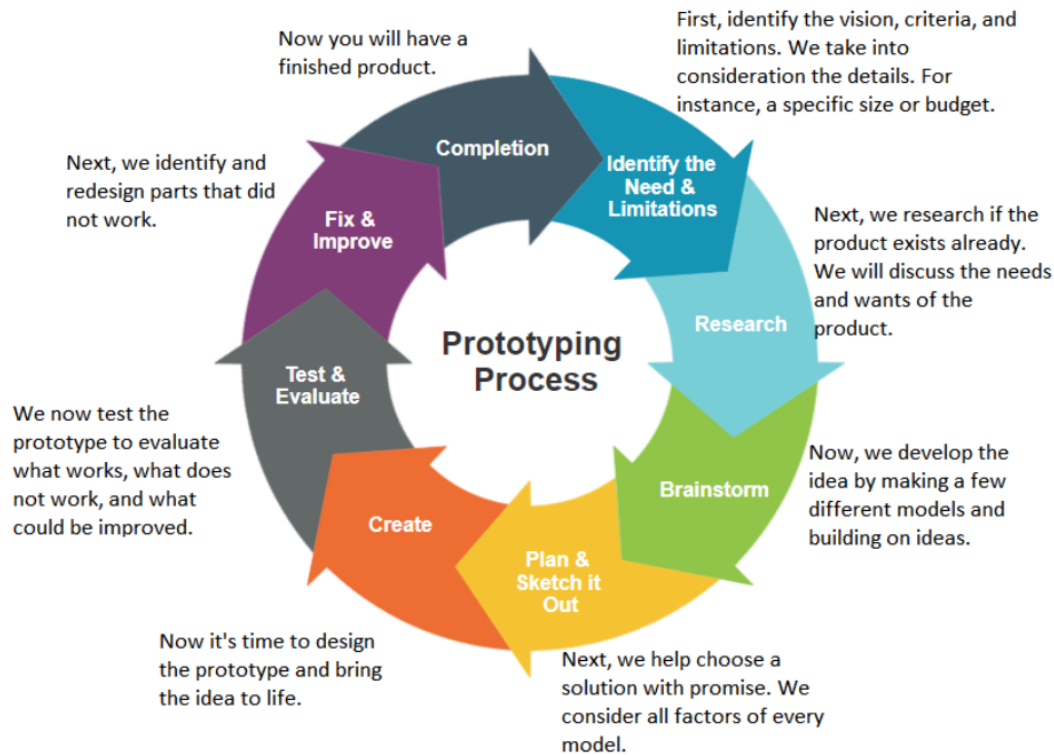
4.3 Rapid Prototyping

Rapid prototyping involves testing a simple version of a solution on a small scale, learning from feedback, and improving it before wider rollout.

In humanitarian settings, rapid prototyping:

- Reduces risk
- Saves resources
- Allows adaptation to local realities

Diagram 4: Rapid Prototyping Cycle



5. Participatory Exercise: Problem Tree Analysis

Exercise Objective

To apply structured problem-solving tools to a real community challenge.

Suggested Case Study

Water access in IDP camps

Exercise Steps

1. Divide participants into groups of 4–6
2. Agree on a clear core problem
3. Identify root causes (technical, social, governance, power-related)
4. Identify effects on health, protection, and conflict
5. Draw the problem tree on flipchart paper
6. Present findings in plenary

Facilitator Tip: Encourage discussion on gender, clan, and power relations influencing the problem.

6. From Problem Analysis to Solution Design

After identifying root causes, participants should:

7. Select causes they can realistically influence
8. Brainstorm frugal, low-cost solutions
9. Prioritize solutions that strengthen community ownership

7. Do No Harm and Conflict Sensitivity

Problem-solving innovation must be guided by Do No Harm principles.

Key Do No Harm Considerations

- Avoid solutions that increase dependency on aid
- Avoid reinforcing clan dominance or elite capture
- Ensure inclusive consultation (women, minorities, IDPs)
- Understand who controls resources and decision-making

Reflection Questions

- Who benefits most from this solution?
- Who may be excluded?
- Could this solution increase tension or conflict?

8. Common Pitfalls in Resource-Constrained Innovation

- Jumping to solutions without analysis
- Importing complex or expensive models
- Ignoring social and clan dynamics
- Scaling solutions before testing

Note: Avoiding these pitfalls improves effectiveness and safety.

9. Key Takeaways

- Clear problem definition is the foundation of good innovation
- Root cause analysis prevents repeated failure
- Frugal innovation fits Somali operational realities
- Testing small reduces risk and cost
- *Do No Harm* must guide all problem-solving efforts

10. Reflection Question

What is one problem your organization faces where a clearer root cause analysis could lead to a simpler, safer solution?

Unit 4: Social Innovation, Gender, and Inclusion

1. Introduction



Humanitarian and development challenges in Somalia are not only technical—they are deeply social. Power relations, gender norms, age, disability, clan affiliation, and displacement status all influence who can innovate, who benefits from innovation, and who may be left behind.

This unit focuses on social innovation: new or improved ways of addressing social challenges that create public good while transforming unequal relationships. It emphasizes gender-sensitive and inclusive innovation, ensuring that women, youth, persons with disabilities, minorities, and other marginalized groups are not only beneficiaries, but active designers and leaders of solutions.

2. Learning Outcomes

By the end of this unit, participants will be able to:

- Understand the concept of social innovation in humanitarian and development contexts
- Apply gender-sensitive and inclusive approaches to innovation

- Analyze how power and gender roles influence innovation processes
- Design innovation processes that safely include marginalized groups
- Integrate safeguarding and PSEA considerations into innovative programming

3. Key Concepts and Definitions

3.1 Social Innovation for the Public Good

Social innovation refers to new or improved ideas, practices, or models that:

- Address social needs more effectively
- Create collective or public benefit
- Transform social relationships and power dynamics

In Somali contexts, social innovation often involves:

- Community-led governance mechanisms
- Women’s collective action
- Youth-driven solutions to unemployment and climate stress

Diagram 1: Social Innovation Pathway



3.2 Gender Roles in Innovation

Gender roles strongly influence:

- Who has time, mobility, and voice
- Who controls resources
- Who is seen as a “leader” or “innovator”

In many Somali communities:

- Women innovate out of necessity at household and community level
- Men often dominate formal decision-making spaces

Recognizing women’s informal innovation is essential for sustainable impact.

Diagram 2: Gender and Innovation Visibility

Women’s Informal Innovation → Often Invisible

Men’s Formal Innovation → Often Recognized

3.3 Inclusion of Marginalized Groups

Inclusive innovation ensures participation of:

- Women and girls
- Youth
- Persons with disabilities (PWDs)
- Minority and marginalized clans
- Internally displaced persons (IDPs)

Inclusion is not automatic; it requires intentional design.

Diagram 3: Inclusion Spectrum



4. Social Innovation in Practice: Somali Examples

4.1 Grassroots Women Leading Livelihood Diversification

Across Somalia, women’s groups have led livelihood diversification initiatives such as:

- Small-scale trading
- Value addition to agricultural products

- Collective savings and investment schemes
- Digital early warning dashboards
- Anticipatory livelihood support models triggered by climate risk thresholds

These initiatives:

- Reduce household vulnerability
- Increase women’s decision-making power
- Strengthen social cohesion

Why this is social innovation:

- It changes economic roles
- It strengthens collective action
- It benefits the wider community

4.2 Women-Led Climate Adaptation Activities

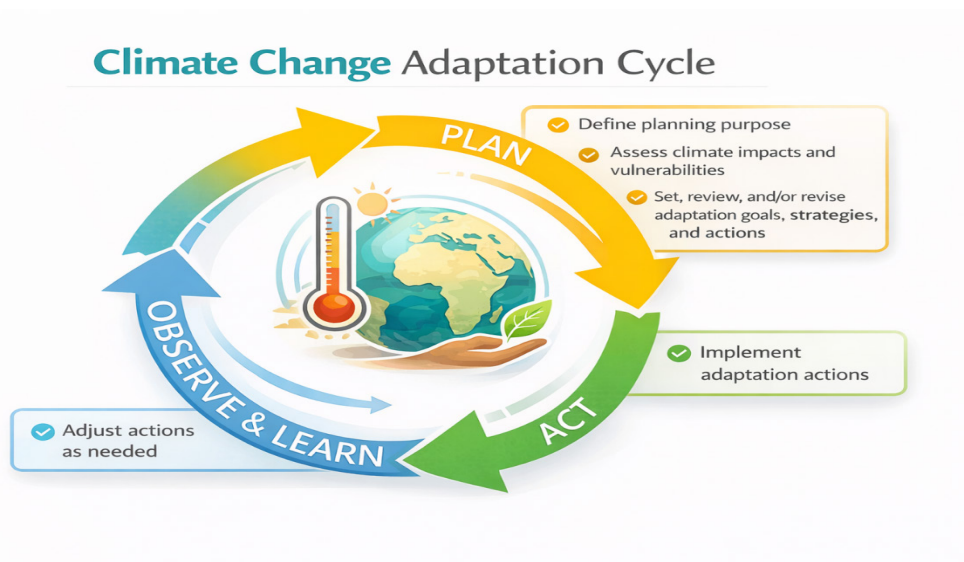
Women are increasingly leading climate adaptation efforts, including:

- Drought-resilient livelihoods
- Water conservation practices
- Natural resource management initiatives

These efforts are innovative because they:

- Combine indigenous knowledge with new practices
- Address climate risk and gender inequality simultaneously

Diagram 4: Women-Led Climate Adaptation Cycle



5. Participatory Exercise: Gender Analysis for Innovation

Exercise Objective

To analyze who participates in innovation processes and who benefits.

Exercise Tool: Gender Analysis Questions

Participants analyze a real or proposed innovation by asking:

- Who identifies the problem?
- Who designs the solution?
- Who makes decisions?
- Who benefits most?
- Who carries the risks?

Diagram 5: Gender Analysis Framework

Design → Decision-Making → Benefits → Risks

Instructions

1. Divide participants into small groups
2. Select one innovation or project idea
3. Apply the gender analysis questions
4. Identify gaps and propose adjustments
5. Share findings in plenary

6. Designing Gender-Sensitive and Inclusive Innovation

To ensure inclusion, Somali local NGOs should:

- Engage women, youth, and marginalized groups early
- Use safe and culturally appropriate participation methods
- Recognize informal leadership and innovation
- Adapt meeting times, locations, and communication methods

7. Safeguarding and PSEA Integration

Innovation must never compromise safety or dignity.

Key Safeguarding Considerations

- Power imbalances may increase exploitation risks
- New approaches can unintentionally expose participants
- Women and youth may face backlash for participation

PSEA in Innovative Programming

- Ensure clear reporting and referral mechanisms
- Train staff and community focal points
- Communicate zero tolerance clearly
- Protect confidentiality

8. Safe Participation of Women and Youth

To enable safe participation:

- Create women- and youth-only spaces where appropriate
- Work with trusted community structures
- Monitor risks continuously
- Respond quickly to concerns

Safe participation is essential for ethical and effective innovation.

9. Key Takeaways

- Social innovation addresses social problems and power relations
- Gender and inclusion are central, not optional
- Women are key innovators in Somali communities
- Inclusion requires intentional and safe design
- Safeguarding and PSEA must guide all innovation efforts

10. Reflection Question

Think of one innovation your organization supports. Whose voices are missing—and how can you safely include them?

Unit 5: Youth-Led Innovation in Somalia

1. Introduction to the Unit



Young people make up the majority of Somalia’s population and are central to the country’s present and future. Despite facing high unemployment, climate shocks, displacement, and insecurity, Somali youth continue to demonstrate creativity, resilience, and leadership. Across urban centers, rural areas, and IDP settlements, youth are developing solutions to social, economic, and environmental challenges.

This unit focuses on youth-led innovation—recognizing young people not only as beneficiaries, but as innovators and change agents. It guides Somali local NGOs on how to responsibly support youth-led initiatives while managing risks, power imbalances, and safeguarding concerns.

2. Learning Outcomes

By the end of this unit, participants will be able to:

- Recognize youth as innovators and agents of change in humanitarian and development contexts
- Understand youth innovation ecosystems in Somalia
- Identify opportunities in digital and climate-related innovation led by youth
- Analyze barriers faced by youth innovators
- Design responsible approaches to supporting youth-led initiatives

3. Understanding Youth-Led Innovation

3.1 Youth as Innovators and Change Agents

Youth-led innovation refers to solutions that are:

- Identified, designed, and implemented by young people

- Rooted in lived experience of challenges such as unemployment, climate stress, and displacement
- Often informal, experimental, and adaptive

Youth bring unique strengths to innovation, including:

- Energy and creativity
- Willingness to experiment and take calculated risks
- Strong peer networks
- High adaptability to digital tools

4. Youth Innovation Ecosystems in Somalia

A youth innovation ecosystem includes the people, institutions, resources, and relationships that enable young people to innovate.

Key Actors in the Ecosystem

- Youth groups and associations
- Universities and training institutions
- Technology hubs and innovation spaces
- Civil society organizations and local NGOs
- Diaspora networks
- Local authorities and community leaders

In Somalia, these ecosystems are often fragmented but growing.

Diagram 2: Youth Innovation Ecosystem



5. Digital and Climate Innovation by Youth

5.1 Digital Innovation

Somali youth are at the forefront of digital innovation, particularly in:

- Social media advocacy
- Mobile-based information sharing
- Digital mapping and data collection
- Online learning and peer support

Digital tools allow youth to:

- Overcome access and mobility barriers
- Reach wide audiences at low cost
- Engage in civic and humanitarian action

5.2 Youth-Led Climate Innovation

Climate change is one of the most pressing challenges facing Somali youth. In response, young people are leading initiatives such as:

- Climate awareness campaigns
- Community clean-up and environmental protection
- Tree planting and land restoration
- Early warning information sharing

These initiatives link environmental action with livelihoods, peace, and resilience.

Diagram 3: Youth Climate Innovation Pathway



6. Barriers Faced by Youth Innovators

Despite their potential, Somali youth face multiple barriers to innovation.

Common Barriers

- Limited access to funding and seed capital
- Lack of mentorship and technical support
- Restricted decision-making power
- Social norms that limit youth voice
- Risks related to insecurity and political dynamics

Understanding these barriers is essential for responsible support.

7. Case Study: Somalia Youth Climate Platform

The Somalia Youth Climate Platform is a youth-led initiative that demonstrates the potential of organized, responsible youth innovation.

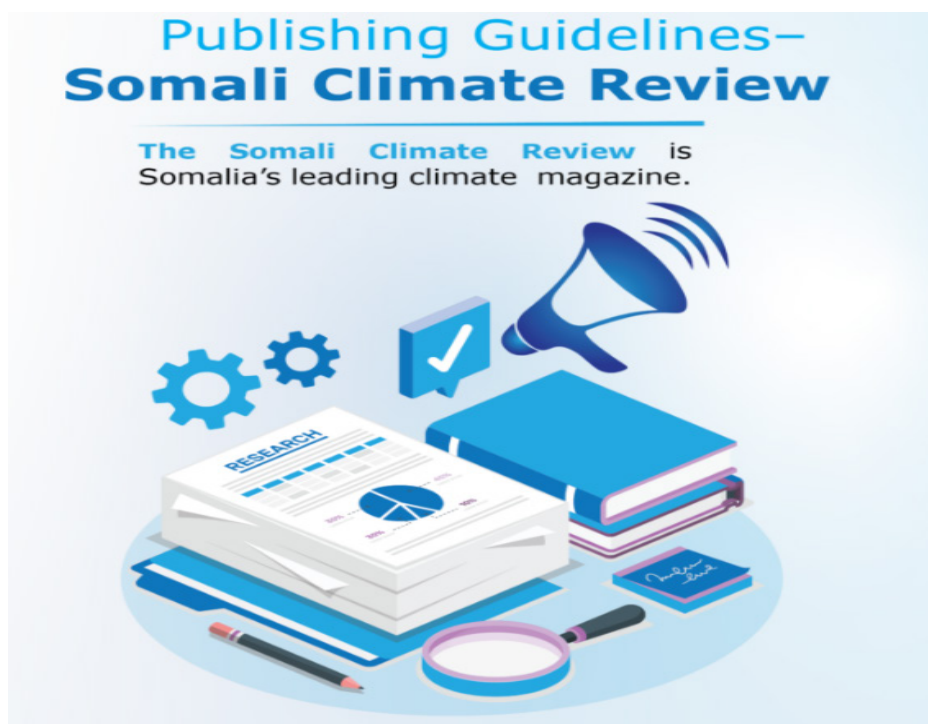
Key Activities

- Climate awareness campaigns targeting communities and decision-makers
- Digital advocacy through social media and online platforms
- Community-based climate solutions, including environmental protection activities

Why This Is Innovative

- Youth-led and youth-governed
- Combines digital tools with community engagement
- Links local climate action to national and global advocacy

Diagram 5: Youth Climate Platform Model



8. Supporting Youth-Led Innovation Responsibly

Somali local NGOs play a critical role in enabling youth innovation.

Responsible Support Approaches

- Provide mentorship rather than control
- Offer small, flexible funding
- Create safe spaces for experimentation
- Link youth to community leaders and institutions
- Manage risks through safeguarding and conflict sensitivity

9. Participatory Exercise: Youth Innovation Challenge

Exercise Objective: To design a youth-led solution to a real local problem.

Instructions

1. Divide participants into small groups
2. Identify a local challenge affecting youth or the wider community
3. Design a youth-led solution by answering:
 - What is the problem?
 - What is the youth-led idea?
 - Who will be involved?
 - What resources are needed?
 - What risks must be managed?
4. Present solutions in plenary

Facilitator Tip: Encourage realistic, low-cost ideas that can be tested at small scale.

10. Safeguarding and Do No Harm Considerations

Supporting youth innovation requires attention to safety and ethics.

Key Considerations

- Avoid exposing youth to political or security risks
- Ensure equal participation of young women and marginalized youth
- Prevent exploitation or unpaid labor
- Maintain clear safeguarding and reporting mechanisms

11. Key Takeaways

- Youth are central to innovation in Somalia
- Youth-led initiatives are often digital, climate-focused, and community-oriented
- Barriers limit youth potential but can be addressed
- NGOs should support youth with trust, mentorship, and safety
- Responsible support enables sustainable youth leadership

12. Reflection Question

How can your organization shift from engaging youth as beneficiaries to supporting them as innovators and leaders?

UNIT 6: TOOLS FOR DESIGNING AND SCALING INNOVATIVE SOLUTIONS

1. Introduction

Somali local NGOs regularly pilot creative solutions to complex humanitarian and development challenges. However, many promising innovations fail to move beyond the pilot phase. This unit focuses on how to design innovations systematically and scale them responsibly, ensuring they remain effective, inclusive, and safe as they grow.

The unit introduces design thinking as a practical, human-centered approach to solution design, alongside scaling pathways suited to Somali operational realities. It emphasizes risk management, ethics, and safeguarding as essential considerations before scaling any innovation.

2. Learning Outcomes

By the end of this unit, participants will be able to:

- Apply design thinking tools to humanitarian and community challenges
- Design solutions based on community needs and feedback
- Understand different pathways for scaling innovations
- Decide when scaling is appropriate and when it is not
- Apply innovation risk assessment and safeguarding checks before scaling

3. Design Thinking: A Human-Centered Approach

3.1 What Is Design Thinking?

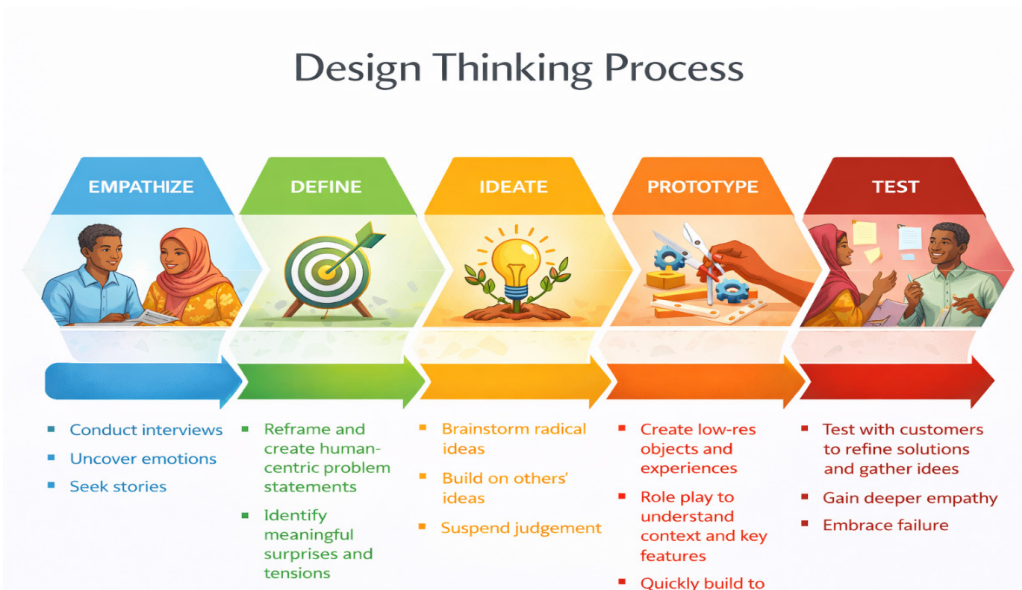
Design thinking is an approach to problem-solving that puts people at the center of solution design. It is especially useful in humanitarian contexts where:

- Needs are diverse and changing
- Solutions must be tested and adapted
- Community trust is essential

Design thinking is iterative—it encourages learning by doing.

3.2 The Five Stages of Design Thinking

Diagram 1: Design Thinking Process



This process is flexible—teams may move back and forth between stages.

4. Applying Design Thinking in Somali Contexts

4.1 Empathize and Define in Fragile Settings

In Somali contexts, empathy requires:

- Listening to diverse voices (women, youth, minorities, IDPs)
- Understanding clan and power dynamics
- Considering security and access constraints

Problem definition should reflect:

- Community priorities
- Root causes, not just symptoms
- Feasible scope for local NGOs

4.2 Ideation and Prototyping with Limited Resources

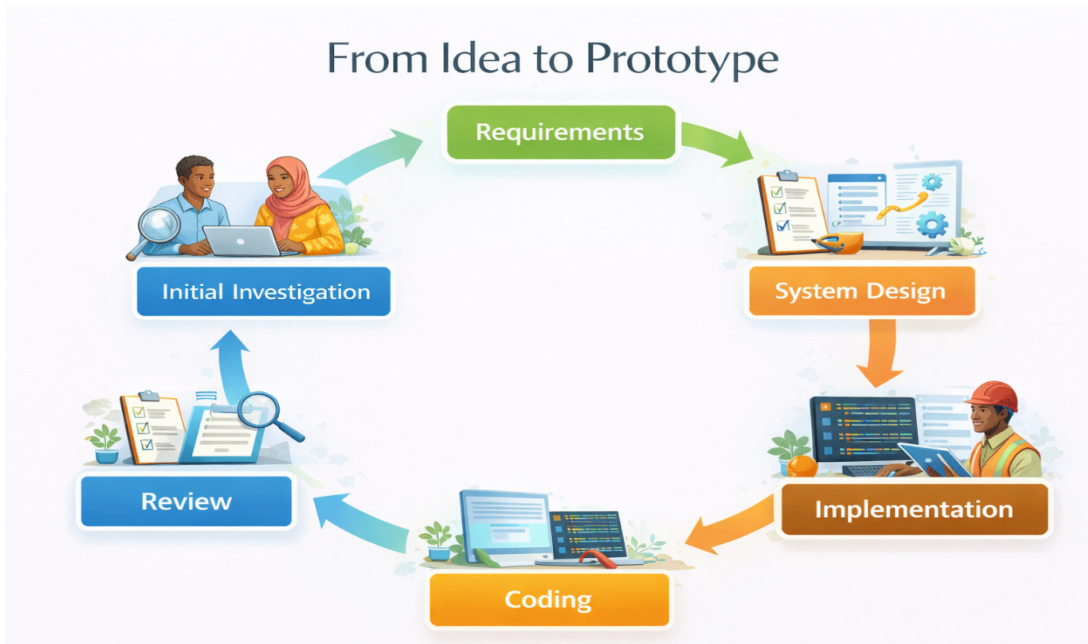
Ideation should encourage:

- Low-cost, frugal ideas
- Use of local materials and skills
- Building on existing community practices

Prototyping does not require expensive pilots. It can include:

- Small-scale trials
- Temporary arrangements
- Role-playing or mock-ups

Diagram 2: From Idea to Prototype



5. Understanding Scaling Pathways

Scaling is not just expansion. It means increasing impact in a responsible way.

5.1 Common Scaling Pathways

Not all innovations should be scaled. Some are best kept local.

6. Deciding When and How to Scale

Before scaling, organizations should assess:

- Evidence of effectiveness
- Community ownership and acceptance
- Risks related to conflict, exclusion, or harm
- Organizational capacity

Table 4: Scale Readiness Checklist

Question	Yes / No
Has the solution been tested?	
Do communities support it?	
Are risks understood and managed?	
Is safeguarding integrated?	
Do we have capacity to scale?	

7. Risk Management in Innovation

Innovation always involves risk. Responsible organizations manage these risks proactively.

7.1 Innovation Risk Assessment

Common risks include:

- Exacerbating conflict or clan tensions
- Excluding vulnerable groups
- Creating dependency
- Overstretching organizational capacity

Table 5: Innovation Risk Assessment Matrix

Risk Type	Example	Mitigation Measure
Social	Elite capture	Inclusive governance
Protection	Increased exposure	Safeguarding measures
Operational	Lack of skills	Training and mentorship
Financial	Unsustainable costs	Frugal design

8. Ethical and Safeguarding Checks Before Scaling

Scaling innovation increases exposure and responsibility.

Key Ethical Questions

- Does this innovation protect dignity and rights?
- Are women, youth, and minorities safe to participate?
- Are feedback and complaint mechanisms in place?

Table 6: Ethical Decision Pathway

Stage	Decision
Innovation Design	Ethical by design?
Pilot Phase	Any harm observed?
Pre-Scaling	Safeguarding approved?
Scaling	Continuous monitoring

If risks outweigh benefits, scaling should be delayed or stopped.

9. Simulation Exercise: Design Thinking Lab

Exercise Objective

To practice designing and refining an innovation for a real Somali context challenge.

Instructions

1. Divide participants into teams
2. Assign each team a real challenge (e.g., water access, youth unemployment, climate adaptation)
3. Teams apply the five design thinking stages
4. Develop a simple prototype and scaling idea
5. Present solutions and receive peer feedback

Facilitator Tip: Focus on learning, not perfection.

10. Key Takeaways

- Design thinking helps create people-centered solutions
- Prototyping and testing reduce failure
- Scaling requires strategy, evidence, and ethics
- Not all innovations should be scaled
- Risk management and safeguarding are essential for responsible growth

11. Reflection Question

What innovation in your organization is ready to be redesigned, tested, or scaled more responsibly?

UNIT 7: CASE STUDIES FROM SOMALIA AND EAST AFRICA

1. Introduction

Somali local NGOs operate in complex, resource-constrained, and rapidly changing environments. Learning from real case studies within Somalia and the wider East Africa region helps organizations understand what innovation looks like in practice, why some approaches succeed, and how lessons can be responsibly adapted to local contexts.

This unit uses practical humanitarian and community development examples to strengthen participants' ability to analyze innovation, identify success factors, and draw transferable lessons without copying models blindly.

2. Learning Outcomes

By the end of this unit, participants will be able to:

- Learn from innovation experiences in Somalia and East Africa
- Analyze why specific innovations succeeded or struggled
- Identify enabling and limiting factors in different contexts
- Assess whether and how innovations can be adapted locally
- Apply lessons to their own programming responsibly

3. Why Case Studies Matter in Humanitarian Innovation

Case studies:

- Show how innovation works in reality, not theory
- Highlight contextual factors such as culture, power, and resources
- Reveal risks, trade-offs, and unintended consequences
- Encourage reflection rather than replication

For Somali NGOs, regional learning is especially valuable because:

- Contexts are often similar (climate, livelihoods, governance)
- Local solutions already exist
- South-South learning builds confidence and ownership

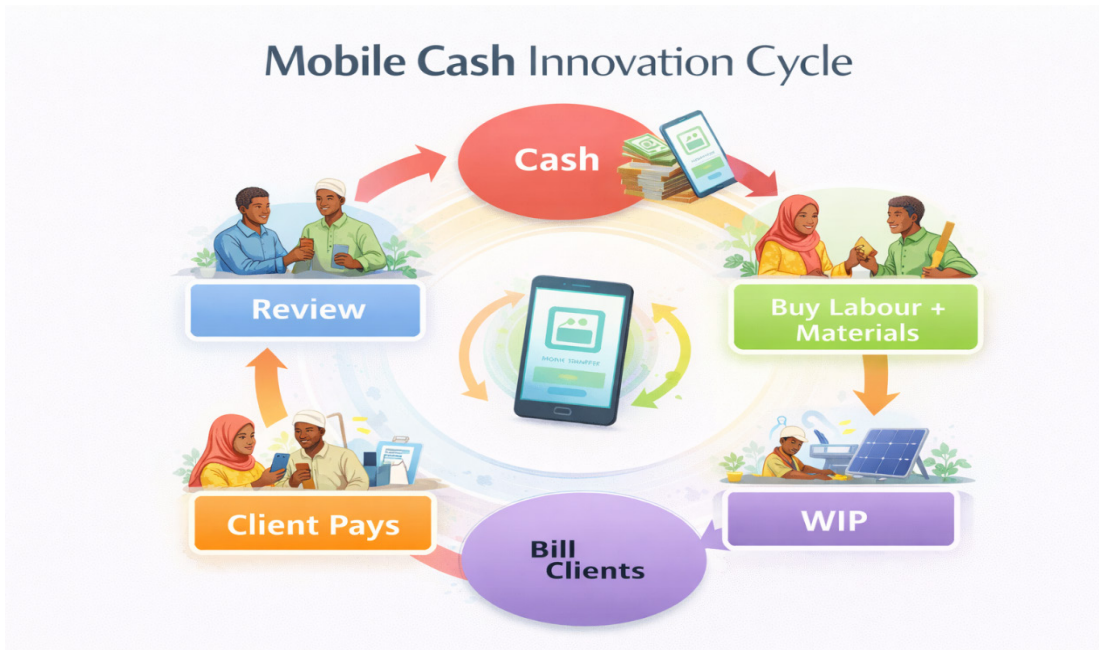
4. Case Study 1: Somalia – Mobile Cash Delivery Systems

4.1 Background

Somalia has one of the world's most advanced mobile money ecosystems. Humanitarian actors adopted mobile cash transfers to deliver assistance efficiently during droughts, displacement, and emergencies.

4.2 The Innovation

- Use of mobile money platforms to deliver cash assistance
- Integration with local vendors and markets
- Reduced need for physical cash handling



4.3 What Made It Successful?

- Strong local telecom infrastructure
- Community familiarity with mobile money
- Increased dignity and choice for recipients
- Faster and safer delivery

4.4 Challenges Faced

- Exclusion of people without phones or literacy
- Risk of elite capture or fraud
- Dependence on private providers

5. Case Study 2: Somalia – Youth Digital Awareness Campaigns

5.1 Background

Somali youth increasingly use digital platforms to address social, environmental, and humanitarian issues, including climate change, peacebuilding, and health awareness.

5.2 The Innovation

- Youth-led social media campaigns
- Use of local languages and storytelling
- Linking online awareness to offline community action

Table 1: Youth Digital Innovation Pathway

Stage	Description
Issue Identification	Youth identify community concern
Digital Awareness	Online messaging and advocacy
Community Engagement	Dialogues and mobilization
Local Action	Practical solutions
Learning	Reflection and adaptation

5.3 Success Factors

- Youth credibility and peer influence
- Low cost and wide reach
- Flexibility and creativity

5.4 Challenges

- Digital exclusion of rural populations
- Online security and misinformation risks
- Limited funding for scaling

6. Case Study 3: East Africa – Community Drought Resilience Initiatives

6.1 Background

Across East Africa, communities face recurrent drought. Local organizations have supported community-led resilience initiatives combining indigenous knowledge and practical adaptation measures.

6.2 The Innovation

- Community water management committees
- Rangeland rehabilitation and water harvesting
- Early warning and preparedness systems

Cycle Diagram 2: Community Drought Resilience Cycle



6.3 Success Factors

- Strong community ownership
- Integration of local knowledge
- Long-term perspective

6.4 Challenges

- Resource limitations
- Power imbalances within communities
- Scaling beyond pilot areas

7. Cross-Case Analysis: What Do These Innovations Have in Common?

Table 2: Cross-Case Comparison

Factor	Mobile Cash	Youth Digital	Drought Resilience
Local Leadership	Medium	High	High
Cost-Effectiveness	High	High	Medium
Inclusion Risks	Medium	Medium	High
Scalability	High	Medium	Medium
Sustainability	Medium	Medium	High

8. Transferable Lessons for Somali Local NGOs

Key lessons include:

- Innovation builds on **existing systems**, not imported models
- Community trust and ownership are critical
- Digital tools are powerful but not neutral
- Inclusion and safeguarding must be intentional
- Scaling requires evidence and capacity

Note: Not every innovation should be copied; adaptation is essential.

9. Reflection and Group Discussion

Reflection Questions

Participants discuss in small groups:

1. What made this innovation successful in its context?
2. What challenges or risks were encountered?
3. Who benefited most, and who may have been excluded?
4. Can this innovation be adapted locally? How?
5. What changes would be needed to fit your community?

Facilitator Tip: Encourage honest discussion, not “perfect answers.”

10. Practical Exercise: Local Adaptation Planning

Instructions

1. Select one case study
2. Identify one lesson relevant to your organization
3. Map how it could be adapted locally
4. Identify risks and mitigation measures
5. Share findings with the group

11. Key Takeaways

1. Regional case studies offer powerful learning opportunities
2. Success depends on context, people, and systems
3. Adaptation is more important than replication
4. Ethical, inclusive, and safe innovation leads to sustainable impact

12. Closing Reflection

What lesson from these case studies will you take back to improve your own programming?

UNIT 8: MONITORING, EVALUATION, AND LEARNING (MEL) FOR INNOVATION

1. Introduction

Innovation without learning is experimentation without direction. For Somali local NGOs working in fragile and rapidly changing environments, Monitoring, Evaluation, and Learning (MEL) is essential to understand what is working, what is not, and why. When applied correctly, MEL supports better decision-making, accountability, and adaptation, rather than just reporting to donors.

This unit introduces learning-oriented MEL for innovation, emphasizing simplicity, participation, and practical use in humanitarian and community development programming.

2. Learning Outcomes

By the end of this unit, participants will be able to:

- Track innovation processes and results systematically
- Distinguish between outputs and outcomes
- Apply learning-oriented MEL approaches
- Use evidence to adapt and improve innovations
- Develop a simple innovation MEL framework suitable for local NGOs

3. Why MEL Is Critical for Innovation

Innovation involves uncertainty. MEL helps organizations:

- Learn quickly from testing and failure
- Reduce risks before scaling
- Strengthen accountability to communities
- Demonstrate results to partners and donors

In Somali contexts, MEL must be:

- Low-cost and practical
- Sensitive to security and access constraints
- Inclusive of community voices

4. Learning-Oriented MEL

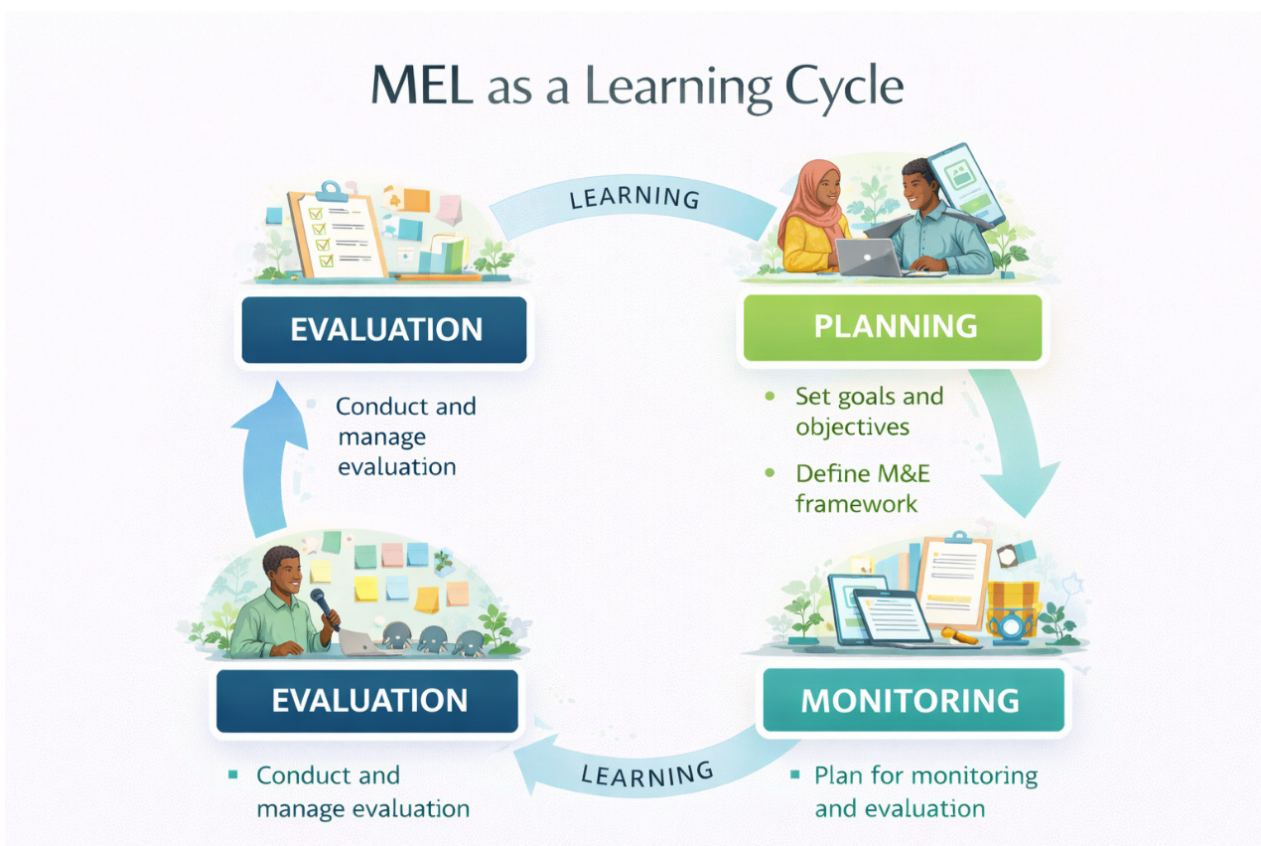
4.1 What Is Learning-Oriented MEL?

Learning-oriented MEL focuses on continuous learning and improvement, not just measuring success or failure.

Table 1: Traditional vs Learning-Oriented MEL

Traditional M&E	Learning-Oriented MEL
Focus on reporting	Focus on learning
Fixed indicators	Flexible indicators
End-of-project reviews	Continuous reflection
Donor accountability	Community & organizational learning

4.2 MEL as a Learning Cycle



This cycle aligns well with adaptive management in fragile contexts.

5. Understanding Outputs and Outcomes

5.1 Output vs Outcome Indicators

- **Outputs** measure what activities produce
- **Outcomes** measure changes resulting from those outputs

Chart 2: Output vs Outcome Examples

Area	Output Indicator	Outcome Indicator
Innovation	Number of ideas tested	Improved solution quality
Participation	Number of meetings held	Increased community trust
Inclusion	% women/youth involved	Improved decision-making equity
Service	Tools distributed	Improved access or usage

6. Adaptive Management in Innovation

Adaptive management means **using data and learning to change course** when needed.

Key Features

- Regular reflection meetings
- Flexible activity plans
- Rapid feedback loops

Diagram 3: Adaptive Management Loop



Adaptive management is especially important where:

- Contexts change rapidly
- Innovations are being tested

7. Sample Innovation Indicators

Innovation indicators should be simple, relevant, and actionable.

7.1 Process Indicators

- Number of innovation ideas generated
- Number of ideas tested or piloted
- Frequency of learning meetings

7.2 Outcome Indicators

- Community satisfaction with the innovation
- Inclusion of women and youth in design and decision-making
- Evidence of improved access, quality, or resilience

Chart 4: Sample Innovation Indicator Framework

Dimension	Example Indicator	Data Source
Process	# ideas tested	Project records
Participation	% women/youth engaged	Attendance lists
Quality	User satisfaction score	Community feedback
Impact	Improved outcomes observed	Surveys / observation

8. Participatory MEL and Community Feedback

Participatory MEL ensures that communities are:

- Sources of data
- Analysts of findings
- Decision-makers for adaptation

Common tools include:

- Community scorecards
- Focus group discussions
- Feedback and complaints mechanisms

This strengthens accountability and trust.

9. Exercise: Developing a Simple Innovation MEL Framework

Exercise Objective

To practice designing a practical MEL framework for innovation projects.

Instructions

1. Identify one innovation from your organization
2. Define 2–3 output indicators
3. Define 2–3 outcome indicators
4. Identify simple data collection methods
5. Decide how learning will be reviewed and used

10. Using MEL Findings for Improvement

Learning should lead to action, such as:

- Refining the innovation
- Adjusting implementation approaches
- Deciding whether to scale or stop

MEL findings should be shared with:

- Communities
- Staff and partners
- Donors (in appropriate formats)

11. Key Takeaways

1. MEL is essential for responsible innovation
2. Learning-oriented MEL supports adaptation
3. Simple indicators are often more useful than complex ones
4. Participation strengthens learning and accountability
5. Evidence guides scaling decisions

12. Closing Reflection

How can MEL in your organization move from reporting to learning?

UNIT 9: INNOVATION ACTION PLANNING

1. Introduction

Innovation only creates impact when learning is translated into clear, realistic action. This final unit brings together all previous units and supports participants to develop practical innovation action plans tailored to their own organizations and communities.

For Somali local NGOs, innovation planning must be context-aware, low-cost, ethical, and locally owned. This unit emphasizes feasibility over ambition, and learning over perfection.

2. Learning Outcomes

By the end of this unit, participants will be able to:

- Apply innovation concepts and tools to their own organizational context
- Develop a realistic innovation idea to pilot
- Identify key stakeholders and roles
- Assess risks and mitigation measures
- Define simple MEL indicators for learning and improvement

3. From Ideas to Action: Why Innovation Planning Matters

Many innovation efforts fail because they:

- Are too ambitious
- Ignore risks and power dynamics
- Lack clear ownership
- Do not include learning mechanisms

Innovation action planning helps organizations:

- Focus on what is **possible now**
- Align innovation with humanitarian principles
- Strengthen accountability and sustainability

4. Step-by-Step Innovation Action Planning Process

Diagram 1: Innovation Action Planning Cycle



This cycle reinforces learning and responsible decision-making.

5. Defining a Pilot Innovation Idea

Participants should identify one small, testable innovation, such as:

- A new community engagement approach
- A low-cost service delivery improvement
- A youth- or women-led solution

6. Stakeholder Mapping and Localization

Innovation is rarely implemented alone. Identifying stakeholders ensures ownership and support.

Key Stakeholder Categories

- Community members and leaders
- Women, youth, and marginalized groups
- Local authorities
- Partner NGOs or networks

Table 1: Stakeholder Mapping Table

Stakeholder	Role	Influence	Engagement Strategy

Localization means placing local actors at the center of innovation decisions.

7. Risk Analysis, Do No Harm, and Safeguarding

Every innovation introduces risk. Responsible planning requires early identification and mitigation.

Key Risk Areas

- Conflict and clan dynamics
- Gender exclusion or backlash
- Safeguarding and PSEA risks
- Dependency or elite capture

Table 2: Risk and Mitigation Matrix

Risk	Who is affected	Likelihood	Mitigation measure

If risks cannot be mitigated, the innovation should be redesigned or postponed.

8. Defining MEL Indicators for the Pilot

Innovation MEL focuses on learning, not just success.

Suggested Indicator Types

- Process indicators (what is tested)
- Inclusion indicators (who participates)
- Outcome indicators (what changes)

Table 3: Innovation MEL Planning Table

Indicator	Type	Data source	Learning use

Indicators should be simple and feasible.

9. Cross-Cutting Themes in Innovation Action Plans

All innovation plans must embed:

- **Humanitarian principles** (humanity, neutrality, impartiality, independence)
- **Gender equality and inclusion**
- **Safeguarding and PSEA**
- **Conflict sensitivity and Do No Harm**
- **Localization and sustainability**

Chart 6: Cross-Cutting Integration Checklist

Theme	Key Question	Addressed?
Humanitarian principles	Does it respect dignity and neutrality?	
Gender & inclusion	Are women and youth meaningfully involved?	
Safeguarding	Are risks identified and mitigated?	
Conflict sensitivity	Does it avoid increasing tensions?	
Sustainability	Can it continue locally?	

10. Final Exercise: Innovation Action Plan Development

Exercise Objective

To develop a complete, realistic innovation action plan.

Instructions

Each participant develops:

1. One innovation idea to pilot
2. Key stakeholders and roles
3. Key risks and mitigation measures
4. Simple MEL indicators

Participants present their plans and receive peer feedback.

Facilitator Tip: Encourage realism and learning focus.

11. Key Takeaways

1. Innovation requires intentional planning
2. Small pilots reduce risk and increase learning
3. Cross-cutting themes must be integrated from the start
4. MEL supports decision-making, not just reporting
5. Responsible innovation strengthens local ownership and sustainability

12. Closing Reflection

What is one innovation you will take forward differently after this training?

ANNEXES (FOR FULL MODULE DEVELOPMENT)

- Innovation glossary (simple language)
- Design thinking templates
- Gender analysis tools
- Case study briefs
- M&E templates
- Facilitator notes



About This ToT Module

This Training of Trainers module on Innovation for Community Development in Somali Context is developed under the ToGETHER 2.0 Programme to strengthen Local Humanitarian Partners in applying structured, practical problem-solving approaches within their programmes.

It introduces tools for problem analysis, feasibility screening, solution design and scaling of locally driven initiatives. Designed for PMWDO technical teams, LHP programme officers and trainers, the module supports cascade delivery and practical application at district and community levels.

Grounded in Somali realities and aligned with localization objectives, it promotes adaptive thinking, community co-design and sustainable implementation of low-cost, context-appropriate solutions.

Developed by:

