

F. APPENDIX

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F.1 Context Factors

Demographic

Rapid urbanization

- Rapid urbanisation will affect Africa and Asia more than anywhere else. By 2030, there could be 4.9 billion people living in African and Asian cities. This places even more burden on infrastructure, energy, water availability and the social fabric for cities that are already under pressure.(PwC, 2014)
- Cities cannot keep growing in the same way as before. Leaders will be presented with difficult choices if growing cities are to remain liveable communities.

Redistribution of demographics (Green, 2015)

- Whilst Europe's population shrinks, Sub-Saharan Africa's population will grow faster than any other region in the world to 2050, doubling in size.
- As well as being large, Africa's population will also be young in a world which is getting older overall. The average age in Japan in 2050 is expected to be 54, as opposed to just 21 in Nigeria.
- A Southward migration of social and health issues once seen as largely Northern problems: Ageing, obesity, alcohol and tobacco addiction, mental illness, the illicit drug trade and road traffic accidents all now kill considerably more people in developing countries than, say, malaria.
- Economic growth has prompted the rise of domestic middle classes, which have become increasingly important political actors, along with increasingly vocal domestic private sectors (whether individual companies or business associations)
- This has produced South in the 'North pockets' of marginalization and exclusion, as well as North in the South' islands of extreme privilege – both of them driving greater levels of inequality.

Migration

- With a spike in humanitarian crises globally, we have seen an increase in refugee populations; these communities have been displaced in neighbouring countries and will need help finding work.

Economical

Growing middle class

- Mass literacy, better healthcare and urbanization have underpinned a rise in mass political engagement, which has both fed and been fed by the spread of governments chosen through elections (albeit often some way short of full democracy).
- By 2050, Africa will house the biggest labour force in the world, with over 1 billion people of working age. (PwC, 2014)
- Girls' education, literacy and women's increasing role in the paid workforce

Increasing power of Southern States

- Economic power is shifting to the east and south. It's expected that the number of people in the middle class in Asia-Pacific will overtake the number of middle-class citizens in North America and Europe combined. (PwC, 2014)
- South-South interactions that completely bypass the traditional powers (and international NGO home countries) are increasingly important, including government-to-government contacts and the rise of Southern transnational corporations (TNCs). BRAC International⁷ has become the first major Southern international NGO, with a €75m turnover in 2014, providing a low-wage alternative to conventional Northern service delivery NGOs. (Green, 2015)
- Several large corporations have created international headquarters in order to benefit from the talent of previously untapped labour.

New actors and collaborations

- In the aid sector, we've already seen recipient countries like China and India move to become aid donors in a short space of time. The New Development Bank (formerly known as the BRICS Bank) and the Asian Infrastructure
- Investment Bank (AIIB) are significant new entrants to the aid landscape, and are challenging traditional models of delivering development, with a strong focus on infrastructure and non-interference with recipient government systems (PwC, 2014)

Persistent poverty pockets

- In most countries, widespread poverty is giving way to pockets of chronic poverty.
A blurring of the boundaries between South and North: This has produced
- 'South in the North' pockets of marginalization and exclusion, as well as 'North in the South' islands of extreme privilege – both of them driving greater levels of inequality.

Political

Rise of middle class agency

- Public sentiment exerts more influence on policy making – A new and formidable player is entering the policy making competition: the individual en masse. Social media has become a digital megaphone, capable of amplifying

the voices of citizens and groups and making them viral. Social media platforms can influence, even manipulate, public opinion to the extent of possibly even changing election outcomes.(Pwc, 2019)

Rise of political engagement

- Rise in women 's political engagement (in mainstream politics and in social and women's movements)
- This growing agency of a range of social actors has been enhanced by the increased connectivity available through the spread of communications technologies and improved infrastructure. (PwC, 2014)

Poly-nodal power distribution

- "2030 will not just be different in terms of power distribution, but also in terms of the nature of power itself." "In that sense, it is not 'poles' that will be the building blocks of the system but 'nodes': points where pathways relate to each other. This is because in the future, no single state will be able to tackle major global challenges alone." (PwC, 2014)

Governance shifts

- The governance gap - The increasing number of players needed to solve major transnational challenges—and their discordant values—will complicate decisionmaking.(National Intelligence Council, 2012)
- Legislative brands. Consumers are expecting companies to take a stance and act on social, and environmental problems. Frustrated consumers will welcome LEGISLATIVE BRANDS. "Corporate interests using their significant power to call for, promote, and even impose laws that drive constructive change and make the world a better place" (Trend Watching, 2019)
- Populist Movement - "In this cauldron of discontent, certain politicians are flourishing and even gaining power by portraying rights as protecting only the terrorist suspect or the asylum seeker at the expense of the safety, economic welfare, and cultural preferences of the presumed majority.This dangerous trend threatens to reverse the accomplishments of the modern human rights movement." (Human Rights Watch, 2017)

Ecological

Resource scarcity

- Economic growth spurred by emerging markets will lead to unprecedented demand for water at a time where climate change is constraining the availability of water across the globe.(PwC, 2014)

Multifaceted effects of Climate change

- Yet over the next 60 years, climate change could reduce agricultural productivity across large parts of Africa by up to a third.
- Human activity is causing a massive shift in climate patterns. This reshaping of the natural world entails mass extinction, loss of habitable land to desertification and rising seas, and extreme weather events of higher frequency and magnitude. (PwC, 2014)

‘One world’ action

- Rise of “One World” collective action problems (climate change, planetary boundaries, the arms trade, international taxation, curbing corporate malpractice). These are problems that do not lend themselves to exclusively national solutions. (Green, 2015)

Societal

Changing gender and family norms

- Race & Gender ideas changing. Our ideas of what men and women are able to do have changed over time and our working environment has evolved to reflect these changing perspectives.
- More individuals are also emphasizing the importance of being at home with their families especially those who have young children or aging parents. These familial responsibilities have encouraged a growing need for flexibility in the workplace facilitated by emerging technologies (Kirshbaum & Gonsalves, 2019).

Changing perception of values

- Individuals also have the ability to determine whether or not they would like to work for an organization due to their own personal and political views.
- Consumers’ values are changing as they put less emphasis on traditional transaction ‘value’ based consumption and focus more on personal ‘values’. This shift in what is important to consumers plays a powerful role in driving the most influential megatrends impacting consumer markets. These megatrends include healthy living, ethical living, connected consumers, shopping reinvented, middle class retreat, premiumisation, experience more and shifting market frontiers. (Angus, A. 2018)

Multidimensional inequity

- In most countries, growth has also been accompanied by increased inequality, sharpening political and social conflicts.

Technological

Divergent use of technology

- Developing countries have often been ahead of the curve, using technology in creative ways to solve infrastructure challenges and overcome remoteness.

Communication technologies bolsters development (Kirshbaum & Gonsalves, 2019)

- Mobile telecommunications has revolutionised many parts of the developing world (particularly Africa), with communities that never experienced landlines quickly adopting mobile wallets and associated services
- Children have also learned to read by SMS in remote areas of Bangladesh, where schools are too difficult to access, and community health workers in India are using mobiles to register patients and provide guidance during home visits.
- Gig Work: The introduction and accessibility of the internet has helped change traditional work environments, often diminishing the importance of having a physical work space. Many employees are no longer working a full forty hours a week onsite; workers can be full or part time employees and have the flexibility to work remotely with the aid of video conferencing and applications that make it easier to share and send data
- Over the next ten years, new forms of media will begin to have an impact on the way we learn and work. These will include technologies such as virtual and augmented reality. Virtual reality is already being used in some settings for training, and this will become more common with its uses and effects more clearly understood. Some form of augmented reality device will replace cell phones, although it will take longer than ten years for the cost to reduce dramatically enough so that it proliferates as broadly as cell phones

Big data driving choices

- Using big data may soon become the norm for the aid sector and could be used to predict the next big development challenge, before it even occurs.

Automation

- With the emergence of new technologies, we have seen a shift from human labor to automated work, starting with tasks that are easily able to reproduce the same effect when following a particular set of directions

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F.2 Codebook

Ethnographic observations and Interviews analysis codebook

Netherlands Red Cross

Categories	Level 3 - Codes	Level 2 - Paraphrasing	Level 1- Quotes
PURPOSE, IDENTITY & CULTURE			
Aspirations	Comfortable with uncertainty	We need to be comfortable with not knowing the measurement of impact	
Challenges	Changing value perception	We need to rethink the value exchange	
	Disruptive is not well received	The organization doesn't allow for very disruptive innovations	<i>The strategy is not as exciting as I wanted it to be, but that's the limitations of the organization. I can't just come up with something totally disruptive and different, cuz then there's no match</i>
	Information overload	It's difficult to say what's happening, we cannot cope with the amount of information	
	Uncomfortable with newness	Trying new things is not natural to them	<i>But when we try different things than what we normally do is hard, because it is not our natural fit or role. So we have to find the way.</i>
Fears	Fear of missing opportunities	If we don't adapt, we will miss out on funding opportunities	
	Fear of missing opportunities	I suspect other humanitarian org. Are more agile and will generate new funding models quicker than us.	
	Fear of not being thorough	Fear of missing to consider important issues	<i>The feeling of being redundant. It's become a bit habitual to insource the knowledge on crosscutting issues that are important. B</i>
	Fear of saying "we cannot do this"		<i>"Sometimes we are afraid of saying 'we cannot do this'"</i>
Identity / Beliefs	Desire to stay in control	They want to be sure of the outcome before taking action	
	Desire to stay in control		<i>Now, our main idea seems to be "let's just insource this so we can control it".</i>
	Either purpose or money	Belief that money-driven and saving lives-driven are opposites	<i>(It's very embeded the identity of not being money-driven, but improving or saving lives-driven. And they think two of them don't fit together. It's either one or the other</i>
	Humanitarian lense	We do prevention with a humanitarian lense	
	Innovative for a RC		<i>in partnerships with bigger programs, we are, for a RC, quite innovative.</i>
	Money is not important	They don't want to be driven by money	
	No confrontation	They don't like confrontation and don't address frustrations	
	Too humble		<i>We are way too humble</i>
	Very kind		<i>And we are very kind in a way, making sure all advisors are heard.</i>
Shifting culture	Changing identity of humanitarian aid worker		<i>We have some people that start working with us, or have worked for a while, that have a bit of a romantic idea of being a humanitarian aid worker. Namley stepping into the airplane and start helping people themselves. It has become a bit more technical and assistance is different.</i>
	Changing value perception	Thinking about money is not in battle with being humanitarian	
	Evolving identity		<i>colleagues have more changed from labourers ro thinkers</i>
	Innovative mindset	We challenge people to go further	
	Innovative mindset	Innovative and traditional cultures coexist in the NLRC	<p>→ On one hand the traditional "humanitarian" culture of giving giving giving,</p> <p>→ On the other hand (I hope I'm part of this) the more challenging culture, where it's not wrong to be a bit selfish and fight for what is yours. And be a bit more straight forwards.</p>

Categories	Level 3 - Codes	Level 2 - Paraphrasing	Level 1- Quotes
PROCESSES AND CAPABILITIES			
Aspirations	Aspire for independence	PMF wants more independence	<i>Our position in the NLRC is still adapting. (Fundraising manywise, BD&A contentwise). We would prefer a position like the Climate Center</i>
	Become more disciplined		<i>It's always case by case. I expect this "outcome-based contracts" will make us more disciplined</i>
	Freedom of spending		<i>IDEALLY, an impact investor would give PMF a grant, and then we would distribute it in different projects.</i>
	Freedom of way of working		<i>On one side it is nice to have freedom to choose our own way of working and projects.</i>
Awareness of needs	Adapting quick is difficult		<i>"We haven't been engaged through the whole process; we are not good at adapting in the run"</i>
	Balance complexity vs simplicity		<i>They are having difficulties because on one hand they want to have an integrated approach, but in this way things get very complicated. And at the same time, they want to have clear what they bring to the table (and what they don't) and be able to present themselves in a clear manner. However, this can become in a narrow perspective</i>
	Better communication skills		<i>Many times they start working on something and each person thinks of different solutions, and then efforts are scattered. The goal of the BD&A retreat exercise was to develop a clear image of what we want to communicate in a way that everyone will understand it.</i>
	Expand capabilities	Normal funding, we know how to do that. We're interested in new ways of funding	
	Expectation management		<i>"We are not in charge fully of the process, we can only influence certain parts. How then should we manage expectations if we are asking communities to tell their needs and then we end up only solving a very small thing?"</i>
	New capabilities	NLRC is not well versed in new business models	
	New capabilities	Aware that since their job is changing, their skills also need to change	<i>Meaning that what we do requires some other skills that people traditionally might have or think that are good for these types of jobs. That is the second thing here, doing a check weather the current profile and competencies of our staff are suited to do the job. Partly they are, partly we are lacking some competencies.</i>
	New capabilities		<i>I think it's the latter, but in order to ask the question, we also need to have some in house understanding.</i>
Challenges	Too complex to learn		<i>"it looks very complex, how will we apply this?"</i>
	Not yet transformational	Projects are not as well designed to call them "transformational"	
Collaboration	Overwhelm		<i>"How is the data used? There are so many tools and systems!"</i>
	Communication	When labeled write, people can understand it and relate to it	<i>When I label it right (Ex: Living with floods) people can really imagine what it is. They start fantacizing - "Oh, what does that mean for my project?"</i>
	Connection		<i>Now I see a change on people connecting to me. But also me connecting to other people. Because of the focus on the 2 challenges, for me it's easier also to get in touch with someone like Joost to push this things.</i>
Contradictions	Not an example themselves		<i>"We are the worse, we tell NSs they have to do this CE thing, but we don't do it ourselves"</i>
	Process goals vs timing		<i>"From a donor's perspective, you need to submit an assessment. However, research takes time and by the time we have the results... funding is already over and we cannot do much with the findings"</i>
Decision-making	Another checklist		<i>"I'm afraid it will become another 'check', as the gender sensibility. We're just like... oh it's mentioned in the proposal, 'check'."</i>
	Challenging decisionmaking		<i>I do not agree how the money is spent and how this is communicated</i>
	Integrate new methods to decision-making		<i>"I was disappointed, not much is implemented in context. Decision-making process is where it's not applied"</i>
Disadvantages	Competing for attention		<i>Everyone that comes in feels they're important.</i>
	Internal competition	Competing to prove importance of area	<i>But you cannot insource all the advisors because every advisor will try to prove that his or her area is important.</i>
	Loss of knowledge	Transference of knowledge is a problem	
	Loss of knowledge	Loss of knowledge due to rotation is normal in HS	
	Not forced to look outside		<i>And since the knowledge is in the house, we are not forced to look outside.</i>

Categories	Level 3 - Codes	Level 2 - Paraphrasing	Level 1- Quotes
Processes	BD&A role		But to design a project, there is always the need of: a) The country representative: the input from the countries b) The technical expertise: technical advisors based in BD&A c) Planning, monitoring, evaluation. How do you shape the project type of knowledge? From that perspective, most of the fundraising campaigns or proposals that we write, there will always be BD&A people involved
	Complex evaluating processes	Impact measurement processes of RC are too complicated	
	Complex processes	Too many advisors add complexity to procedures	They will also add a lot of "dead weight" and make things very complex, procedurs, checklits, guides..
	Linear way of thinking		The way of doing things of the RC is a linear value transaction: First they identify the need, the most vulnerable people → then they ask what do thy need to be better of? → And then we make a plan in the form of a project to give them what they need.
	Not enough time		"We hardly see the feedback loop. Time is always an issue, if we are short in time we just skip the feedback"
	Reporting is an obstacle	Reporting makes processes less efficient	I do think bilateral we do the same amount of euros as 15 years ago, but with 3x as many colleagues. This is partly caused by the work itself, we have to report on more things and the systems do not support us so well.
Strengths/Advantages	Content experts	NLRC 's role is to create the concept of the project and communicate it	
	Factors that facilitate programming		Haiti was an easy one because 1) We where already there, 2) noone else is there, 3) many people want to invest.
	Full disaster cycle	Unlike other H Org., we focus on the full disaster cycle	
	Power of individuals	People's drive has the power to influence others	
	Power of management	Management can push topics	, for me it's easier also to get in touch with someone in management to push this things. It's important that someone on the upper management pushes for your topic. I'm now well connected with other members of the BD&A
	Reach remote locations	Our mandate of neutrality allows us to be where others cannot	
	Strong evaluating porcesses	NLRC has a very strong monitoring and evaluation process	
VALUE PROPOSITION AND STRATEGY			
Aspirations	Advocate for position	NLRC needs to position themselves and not wait for IFRC to do it for them	
	Be more proactive	We want to become more proactive in our support	Preferably we would do that in a more proactive maner than now.
	Be part of a financial ecosystem	We want to work with the end in mind and create a financial ecosystem, where the value transaction is not linear. It is much bigger.	
	Be perceived as key player	We want to be seen as a key player in the ecosystem	Now we are narrowing the types of work, which will allow us to build portfolio, proof, etc. in orther to be seen as a key player within the Dutch network (level playing field) and beyond.
	Become a strong in key areas		We want to be seen as a strong player in the field of water, data, financial sustainability, disaster response...
	Brcome proactive	We want to become more proactive in our support	I would like to see how on the longer run we can make this shift towards something where we predefine ourselves what we want, how we want it, and how we want to sell it. Rather than receiving back a request. That's what I mean with changing the responsiveness towards proactiveness.
	Freedom of spending	Unlabeled funding is easier to use	there were quite some funding coming formt he 3FM campaign in the past and that was quite easy to use money because it was year marked to a specific topic but widely interpretable
	Support others	We want to support organization and partners	what we want is to support the rest of the organization and our partners in growing the program/project portfolio.
Awarness of needs	Trust trumps mistakes		In normal investing firms, "Trust is everything. People even tolerate mistakes" because they trust them.
	Need for aligning narratives		Because the amount of potential donors, partners, financiers, is limited and quite small. It would be weird if 2 or 3 different people know on doors from the same donor, explaining the same story, just a bit different. It is confusing and I don't think it sounds good.
	Need for aligning to Strategy		But since we have align to the NLRC strategy, we sometimes come into conflicts. How does our work fit in their strategy?.
	Need for understanding strategy in practice		"I like this exercise because I always struggle with understanding how to apply the strategy".
Challenges	Understanding strategy	Pilars of stratgy need to be understood as integrated elements of a whole	My fear here is that we consider them as separate pilars, and that we will have 3 teams that don't interact enough.
	Advocate for position	The mayor challenge is capacity to advocate for our positioning	

Categories	Level 3 - Codes	Level 2 - Paraphrasing	Level 1- Quotes
	Clarify vision		"We have some ideas, but not a dot on the horizon" (Developing theory of change for strategy 2030)
	Deal with changes	We don't know how to deal with the changes in funding mechanisms.	
	Defining funding		1. Challenge: Declining funding: I don't expect that the amount will soon rise.
	Guarantee success	It's a big compromise to guarantee the success of a project	
	Protect reputation	Risk management is also about protecting the reputation	It's about risk management, they need to protect the reputation of the NLRC
	Shifting to development	Shift to developing is challenging because countries are in conflict and donors don't trust.	"the challenging thing is that if we want to make a big shift to 'developing', that requires longer perspective." The problem is that many countries are in conflict and will continue to be, and it's difficult to bring in donors here.
Goal of Innovation	Bring dilemmas to the table		What we do from an innovation perspective is more trying to bring larger dilemmas to the table, rather than looking for small product innovation.
	Fit the NLRC way of working	Innovative programs need to fit the way of working of NLRC	The first way of doing it, the exciting way was perceived as something nice but not really connected to how we work as the red cross.
	Means for humanitarian aid	We don't do innovation just for the sake of it. It's only a means for achieving humanitarian aid	Innovation is a kind of "key word" that one always needs, but in the end we deliver humanitarian aid, humanitarian support. And that is always at the base of what we are doing. Yes, we should look at how can we do it better, more efficient, reach more people. But in the end there are also some things that one would never touch upon
	Useful for organization	Innovative programs need to be useful for the organization	I realized I'm not there only to implement really exciting projects which don't really give any value back to the organization
NLRC Brand	Image of trust and quality	RCRC portrays an image of trust and quality	
	Trust gives leverage	Trust on RC gives leverage in front of new partners	
	Trust when promising results	Trust is key when promising results	
NLRC ecosystem	Be innovative or pose questions	Should NLRC be an innovator or just pose questions for others to innovate?	Question then is, do you need to be innovative yourself as an organization to do so, or do you need to be able to ask the right question, pose it, and have maybe universities or baking sector think about that and tackle that.
	Collaborate with other sectors		There is a need to shift towards collaborating with other type of sectors, ensuring that in the countries in which we operate, good networks are established.
	Decreases complexity	A benefit of using the Netherlands ecosystem is decreased complexity of stakeholders	We can connect to the Netherlands network more easily. More stakeholders, it gets more complicated. We need to contact partners from our direct sphere of influence.
	Expand network	There are so many organizations, companies and institutions we have never taken into account and have never seen us as potential partners	
	Potential in Netherlands ecosystem	There is a huge potential in the Netherlands ecosystem	The leveraging for me actually comes from our Netherlands ecosystem. I know that we are looking a lot at the EU and other. But I think there is a huge potential in the Netherlands, specially for water.
RCRC Movement	Need for more efficient collaboration	It would be better to coordinate the efforts of the NS	It's much easier to make a distribution of attention, time, money, people, rather than having the individual PNS making their own decision-making process.
	Reach remote locations	Our volunteer network gives us access to the most remote locations	
	Tight HS network	The HS is very big and small at the same time. They have close relationships and they all know each other	
	Weak movement leadership		The thing is that a lot of PNS consider the IFRC a bit weak, they are underfunded, understaffed. So they are not always capable to do the right things at the right time, at the right pace, etc.
Relationship with NS	Get and manage money		Financial sustainability is not only about bringing in more money, but how to manage it
	Indirect support		How can we support, ex. By training other NS in becoming stronger in data literacy to be better positioned to interpret weather reports, in order to build protocols, in order to inform population. There is a lot of in order to. This is also an indirect way of working.
	Innovative mindset	They are perceived as an innovative NS	You might not see it this way, but we are perceived as one of the most innovative NS
	Relationship with partners		Strategic partners are too dependent on us.
	Strong position in network	Key value is our connection with local partners	
Role of NLRC	Confusing roles	We collaborate because we are working towards the same goals, but we are competing for the same funds	
	Linking pin	We are the link to Netherlands ecosystem	We see ourselves more as a linking pin with the Netherlands landscape where there are many water related companies, organizations, academia, etc

Categories	Level 3 - Codes	Level 2 - Paraphrasing	Level 1- Quotes
	Role of NLRC		<i>The question is, is it the RC that should pose the question into the market to come up and find new stuff?</i>
Shifting Positioning	Image is not development	The image of the NLRC is not in the development area	
	Shifting image of NLRC	We are now applying for a climate fund, which was not possible before	
	Shiftint to prevention	There's an interesting process of shifting the NLRC image from relief to prevention	
Value proposition	Financial sustainability		<i>Also on the financial sustainability part, supporting other NS to boost their financial sustainability, ensuring that they can do more long term operations, are more self-reliant, etc.</i>
	Focus on key topics	We should focus on priorities and get the rest elsewhere	<i>That's why I think that if we're focusinf on these 3 areas, we need that knowledge in the house, and the other knowledge should not be your prioprity.. can you get that elsewhere?</i>
	Stong in partnership building		<i>We as NLRC are seen to be very strong in partnership building,</i>
	Unique expertese areas		<i>Within the RCRC, we have things that are in the process of being unique expertese areas.</i>

POSITIONING AND EXTERNAL RELATIONSHIPS

Challenges	Changing indicators	The HS is trying to incorporate return of investment with return of impact	
	Finding investors	A big challenge is finding investors	
	Risky, no guarantee	Applying for performance-based grants is risky. The RC has to invest with no guarantee of getting money back	
	Transaction costs	Trickle effect is not happening, funds are lost in transaction costs	
	Undefined indicators	KPI's are not yet defined	
	Unfamiliar language	The IDB partnership provides with people and communication to strengthen financial capabilities	
	Unmet expectations	H. Org. Cannot deliver the results that the donors expect	
Donor expectations	Benefits	With this model the Outcome funders have the advantage of not having to audit the service providers themselves	
	Expect certain language	Community quotes and language vs donor's expected language	<i>they think it's difficult to fuse this with their actual work: writing proposals, because in the end they need to tweak and adjust the proposals to the donor's language. "Donor's expect to see certain words being used".</i>
	Fear of mismanagement	Donors fear the service providers will mismanage their funds	
	Less happy with grants	Donor Org. are less happy to just give grants	
	Proof of good investment	A benefit of result-based funding is they can better prove they invested well the public money	
	Proof of good work	We need to prove donors we are adressing real needs	<i>So the more we can prove that we are addressing real needs and that we are in control of that process. That our process design is done in such a way that we can modify what is needed and do that fast and at the lowest costs. That is also proof that we are spending their funding in the most efficient manner.</i>
	Tackle root of problem	Donors want to tackle the root of the problem	
Investor expectations	Expect results quickly	Managers of corporates want to see results quickly	
	Expect return of investment	Ikea fund will invest on projects with the ability to have some return on investment	
	Expect return of investment	They are a bank, they don't want to just give money	
	Project requirements	There are not enough projects that meet the requirements to invest on.	
NLRC Positioning	Enabelers	We position ourselves as enablers	
	Position to dialogue	RCRC is in good position to dialogue with other powerful entities	

F.3 Survey design and results

Survey Design

The analysis of the ethnographic research and the interviews with a few members of the team lead to some interesting insights and allowed me to better understand the organization, how the IA team works.

I wanted to validate some of the findings, as well as go a bit deeper on some topics, for example, the culture. But I was still missing some information that I realized from the Innovative Finance research that is important in order to make decisions.

Additionally, the WEF Framework for Engaging in Blended Finance established that the first step is understanding the Organization's starting point and offers list of topics that should be investigated in order to have a good overview. According to this through guide, this step is very important for establishing a good basis to effectively set goals, assess gaps or barriers, and measure the impact that this Innovative Models can bring to the organization. (WEF & OECD, 2015)

Although the list of questions is aimed towards blended finance, it is still useful and can be adapted. Some of the questions can be easily answered from my research, but for others I needed extra information. For example, the awareness among members of the team or the opportunities it offers, the interest on the topic, and the willingness to engage in Innovative Finance practices.

This is why I decided to run a short survey, which will not only help me obtain this additional information, but will also allow me to approach more people, including other units

within the IA that I hadn't had access to yet.

Another element I wanted to gain more information about is the NLRC's culture. Groysber's Integrated Culture Framework (2018) describes 8 organizational culture types, each of which suggests certain patterns of behaviour, values, and tendencies. On the article's online version (Groysberg, Lee, Price, & Yo-Jud, 2018), the authors provide a survey to help managers formulate a preliminary evaluation of the organization's culture. In this survey they offer a ranking exercise with statements that relate to each of the culture types. I used this exercise to identify to top types that the NLRC leans towards and compare them with my previous findings.

The design of the survey was in collaboration with my NLRC mentor, Klaartje D., to ensure that the questions did not create unwanted tensions or expectations.

Survey Participants

The Survey online and it was shared through email to the whole International Assistance Department, which includes field members based in other countries. I received around 40 answered, although only 25 completed the survey.

The results are shown in the coming pages.

<p>Activity</p> <p>1. Based on the Blended Finance approaches, is the organization already engaged in Blended Finance? If so, which of the models does your organization employ?</p> <p>2. If the organization is already engaged in Blended Finance, what proportion of your issue areas (e.g., neonatal health, SME finance) incorporate at least one Blended Finance project?</p> <p>Permission</p> <p>3. What aspects of private sector engagement/investment/finance are permitted by the organization charter and/or by the national statutes? (e.g., does your organization have the authority to use financing instruments such as concessional loans, equity investments, or loan guarantees?)</p> <p>Awareness</p> <p>4. What is the level of awareness amongst staff regarding the opportunities presented by investing with or alongside the private sector for development outcomes?</p> <p>Interest</p> <p>5. How much of the organization's financing activity involves Blended Finance (% of capital funding)?</p> <p>Capacity</p> <p>6. How prevalent are financial skills and experience within the organization, particularly related to structured or public-private funds?</p> <p>7. How would you rate the effectiveness within the organization's engagement and ability to partner with private investors?</p> <p>8. Are there motivated and well-positioned staff within the organization who are interested in engaging with private investors? If so, how would you rate their level of interest in doing so?</p> <p>Impact</p> <p>9. How does your organization track impact as a function of the level of resources invested (e.g., lives impacted or CO₂ abated per \$ invested)?</p> <p>10. Please indicate the top three most important impact metrics for your organization, and current level of impact as measured in the most recent year for which you have data (e.g., # of smallholder farmers positively impacted, # of lives saved through access to essential medicines, etc.).</p>	<p>-----</p> <p><input type="radio"/> None <input type="radio"/> 1 or 2 <input type="radio"/> Less than 1/2 <input type="radio"/> More than 1/2 <input type="radio"/> All</p> <p>-----</p> <p><input type="radio"/> None <input type="radio"/> Limited <input type="radio"/> Moderate <input type="radio"/> Significant <input type="radio"/> Universal</p> <p><input type="radio"/> None <input type="radio"/> 0-10% <input type="radio"/> 11-20% <input type="radio"/> 21-50% <input type="radio"/> 51%+</p> <p><input type="radio"/> None <input type="radio"/> Limited <input type="radio"/> Moderate <input type="radio"/> Significant <input type="radio"/> Universal</p> <p><input type="radio"/> Ineffective <input type="radio"/> Poor <input type="radio"/> Average <input type="radio"/> Good <input type="radio"/> Excellent</p> <p><input type="radio"/> None <input type="radio"/> Low <input type="radio"/> Moderate <input type="radio"/> High <input type="radio"/> Very High</p> <p>-----</p>
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Figure 1: Blended Finance Scorecard // Source: WEF & OECD (2015). How to Guide for Blended Finance, page 11

A warm, collaborative, and welcoming place where people help and support one another. It feels like a big family.

A compassionate and tolerant place where people try to do good for the long-term future of the world.

An inventive and open-minded place where people spark new ideas and explore alternatives.

A playful, lighthearted environment where people tend to do what makes them happy. It feels like a party or celebration.

An outcome-oriented and merit-based place where people are driven to achieve top performance.

A competitive place where people strive to gain personal advantage.

A predictable place where people tend to play it safe and think things through carefully.

An orderly place where people tend to play by the rules and have a desire to fit in.

Figure 2: Statements Ranking for evaluating cultural types // Source: The Culture Factor (<https://hbr.org/2018/01/the-culture-factor>)

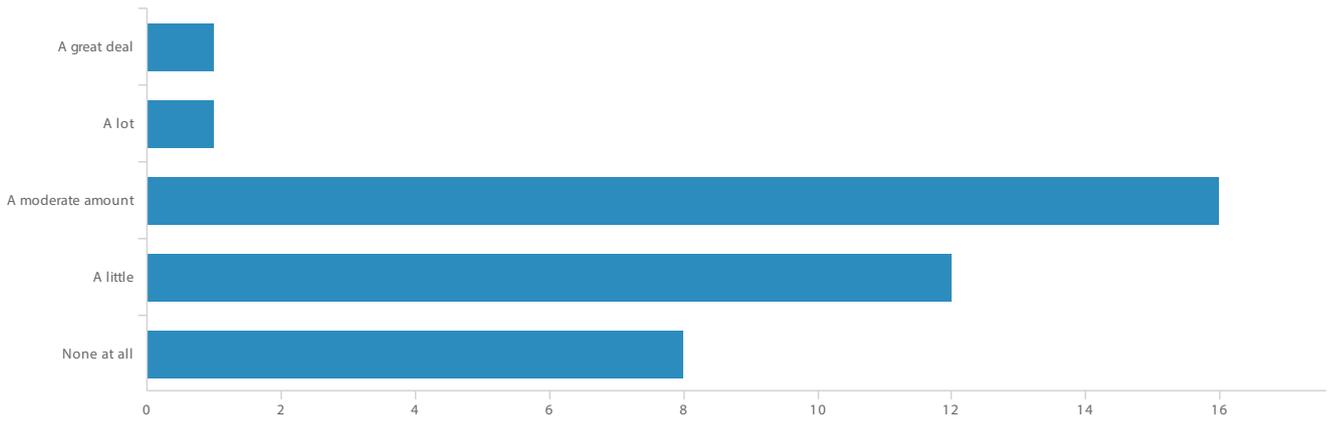
Survey on Innovative Finance

Netherlands Red Cross - Alejandra Zentella

August 18, 2020 1:06 PM MDT

Q1.1 - How familiarized are you with the topic of Innovative Finance or Innovative

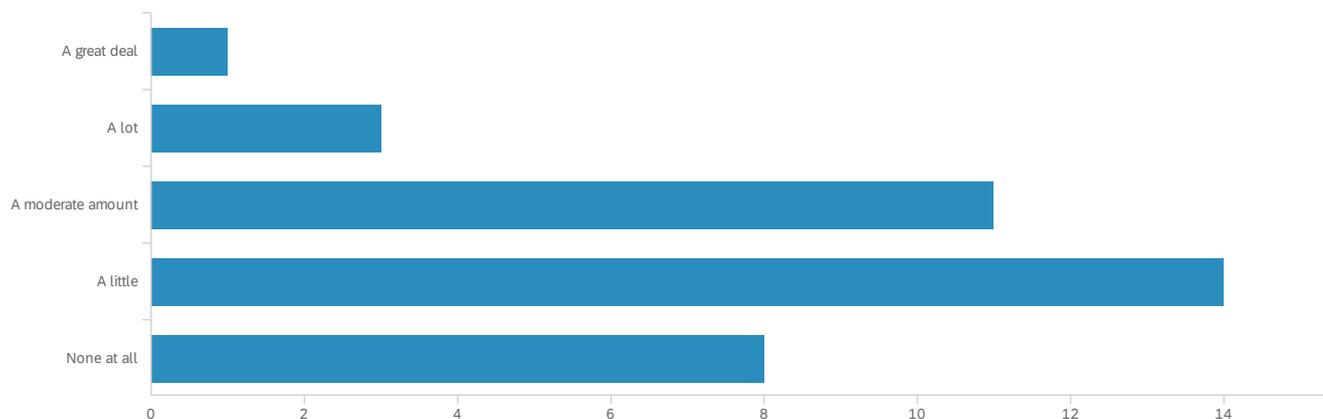
Funding/Financing Models?



#	Field	Choice Count
1	A great deal	3% 1
2	A lot	3% 1
3	A moderate amount	42% 16
4	A little	32% 12
5	None at all	21% 8
		38

Showing rows 1 - 6 of 6

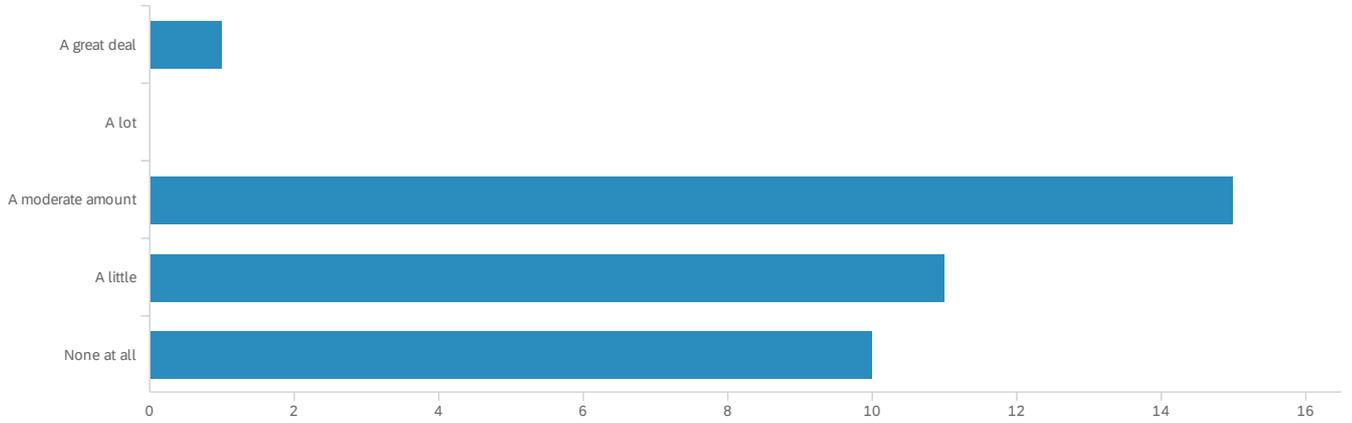
Q1.2 - Are you acquainted with the opportunities that Innovative Finance could bring to the NLRC?



#	Field	Choice Count
1	A great deal	3% 1
2	A lot	8% 3
3	A moderate amount	30% 11
4	A little	38% 14
5	None at all	22% 8
		37

Showing rows 1 - 6 of 6

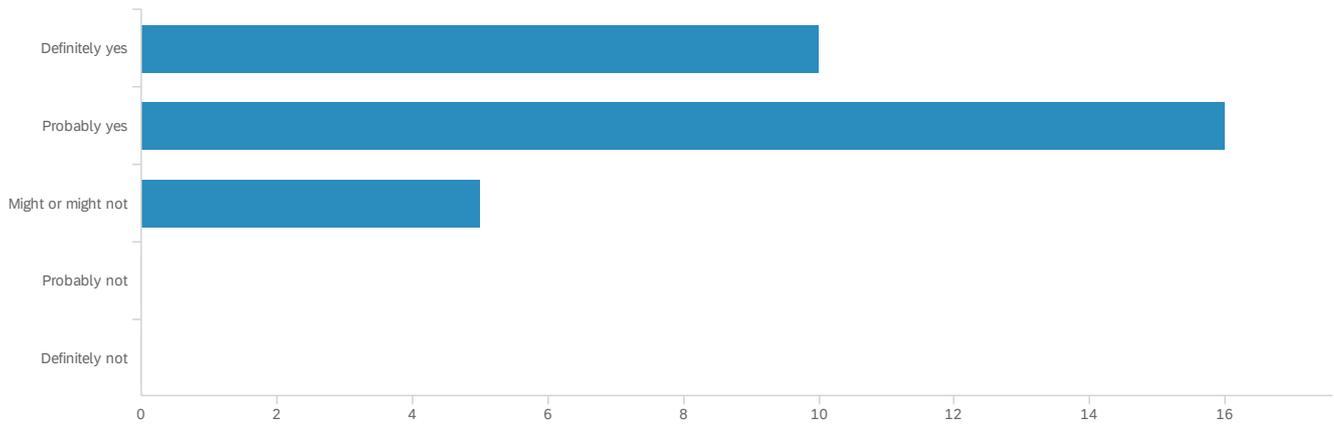
Q1.3 - Are you acquainted with the risks that Innovative Finance could bring to the NLRC?



#	Field	Choice Count
1	A great deal	3% 1
2	A lot	0% 0
3	A moderate amount	41% 15
4	A little	30% 11
5	None at all	27% 10
		37

Showing rows 1 - 6 of 6

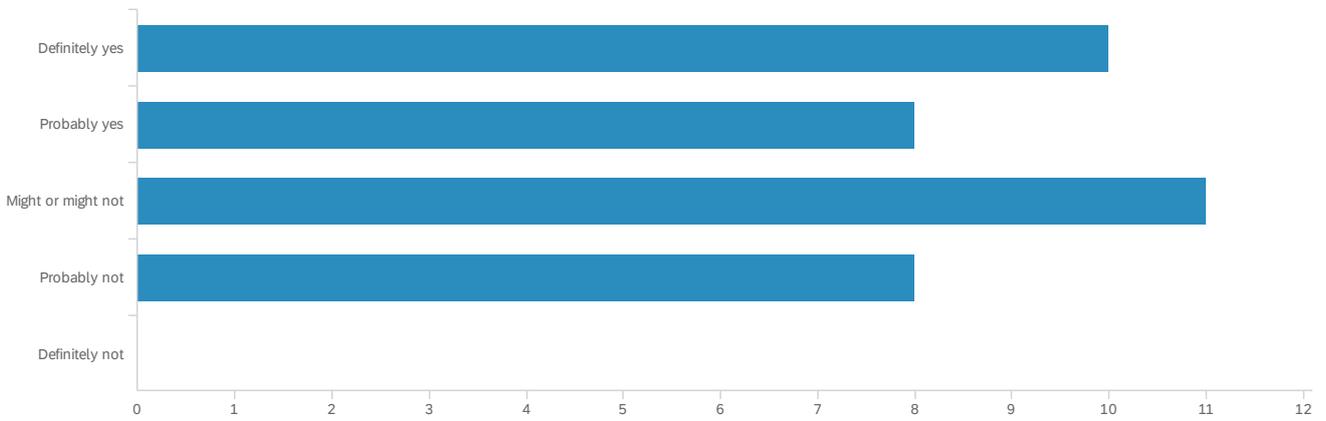
Q1.4 - Do you think the NLRC should engage in Innovative Finance?



#	Field	Choice Count
1	Definitely yes	32% 10
2	Probably yes	52% 16
3	Might or might not	16% 5
4	Probably not	0% 0
5	Definitely not	0% 0
		31

Showing rows 1 - 6 of 6

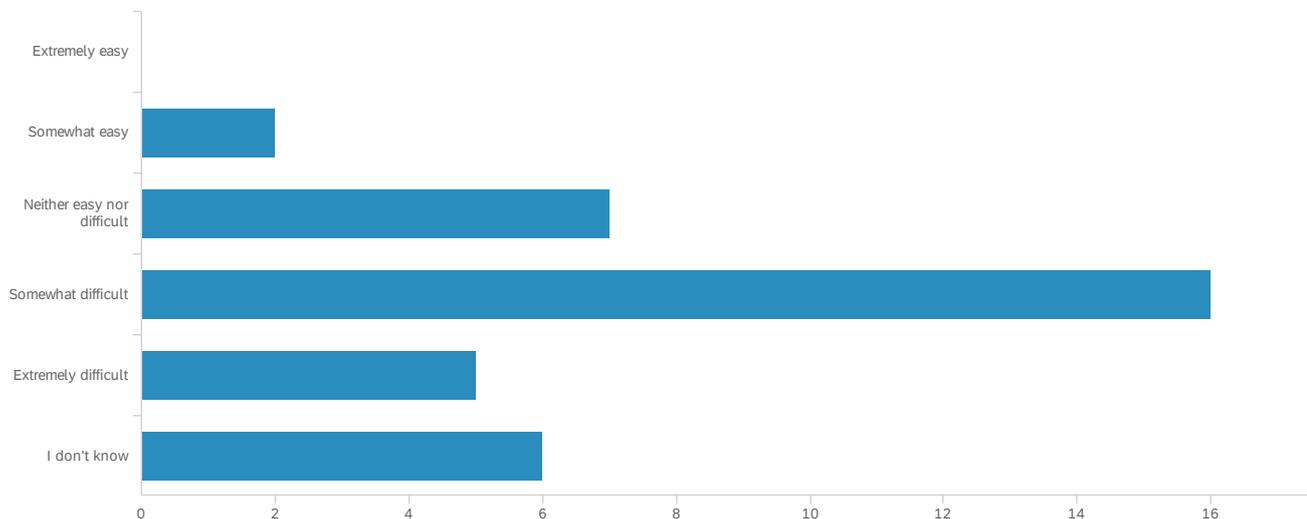
Q1.5 - Would you be personally interested in participating Innovative Finance initiative?



#	Field	Choice Count
1	Definitely yes	27% 10
2	Probably yes	22% 8
3	Might or might not	30% 11
4	Probably not	22% 8
5	Definitely not	0% 0
		37

Showing rows 1 - 6 of 6

Q1.6 - Considering the current capabilities and resources of the IA team, do you think it would be easy or difficulty to engage in Innovative Finance?



#	Field	Choice Count
1	Extremely easy	0% 0
2	Somewhat easy	6% 2
3	Neither easy nor difficult	19% 7
4	Somewhat difficult	44% 16
5	Extremely difficult	14% 5
6	I don't know	17% 6

36

Showing rows 1 - 7 of 7

Q1.7 - Could you explain why?

Could you explain why?

there is huge internal politics and personal biases around project administration and finance control, so better for us to not risk our reputation unless management finds solution to financial politics and problems, as these personal based grudges are adversely affecting the agility of support in field, system is weakening and politics is increasing

there is a lot of talking but less so concrete initiatives.

the organisation is not quick in changing, particularly regarding our financial systems and the way our (corporate) fundraising and marketing colleagues approach potential donors or the knowledge they have (or are interested in becoming acquainted with)

requires a lot of time investment and coordination with movement partners

not sure who is part of the IA team. is it 510?

i am from the field and do not know the capacity at the HQ level

While in the Netherlands we would see the advantage and opportunities, this will be different in the Red Cross Societies we work with or who could benefit. Their gradual knowledge and experience, the step by step approach to learn and cover risks, consequential change processes in the organisation, will determine success or failure.

We do not have the skills in-house to assess, structure and capitalize on the opportunities. Also the IA strategic focus is not sufficiently aware of the need to diversify resource generation, and that all areas have a role to play in that (field, specialists, etc), and then you need to free up time from people to be able to dedicate to that.

We do not have dedicated resources and I'm not sure if it can be an add on as it seems to me it would require some dedication

The way we work, with the Standard Project Approach and underlying procedures and approvals, will not be very conducive for working with innovative financing mechanisms. Also the National Societies we work with are used to a certain way of working, budgeting and reporting and may not easily understand or appreciate a different (riskier?) approach. If we go for (piloting) innovative finance mechanisms, there will need to be a strong commitment from management to allow working beyond the standardised approach and procedures we have now, as well as a strong willingness to take risk.

Since we are overloaded already, and most staff are occupied with achieving short-term objectives in their work. I could imagine that setting up or working to achieve innovative finance requires more long-term focus and will therefore often be obstructed by the short-term objectives.

Readiness (average), capacity (above average), working with other Red Cross Society (can be a challenge sometimes), staff are busy with day to day mandate and limited investment in staff development

Not very familiar with the concept

Most of our systems and processes are not yet adjusted to a different financing model, although we have started to initiate new models such as forecast based financing, both through advocacy with traditional and new donors, but also in creating preparedness for both

Internal Structure of NLRC at HQ level. Capacity to implement this at field level depends on Host National Societies capacities and willingness

I think we still would need to discuss with partners, the modalities and risks whilst they are dealing with COVID

I think it is not so much about capacity, but more about the structure of the organization which hinders innovative opportunities.

▲
Could you explain why?

I think it is just adaptation

I have not a lot of information in the subject nor in the capacity of the NLRC to do this and therefore my answer remain quite vague. Sorry for that.

I guess there will be need to reorient the resource mobilisation team on the necessary steps to effectively implement innovative Financing

I do not think we have currently technical capacity in the IA team nor do most field staff have any basic understanding/training on this.

I answered the questions above in light of the international work of NLRC and how innovative funding can be used to leverage the funding we have from institutional donors. I am not aware of how this can be used for the national department and whether resources exist to explore more on this theme. In the international department there are good resources in IA (RM team) and also within M&F team, but a more structured and intense collaboration is necessary between these two departments. A person (maybe located in M&F department) with a profile in this type of funding could be a good asset. But before hiring an extra person, I would say it is important to follow up on meetings and contacts done in December 2019 and January 2020 in light of the One WASH funding scoping session done in collaboration with IFRC.

For effective innovative financing, it is very important to 'marry' the content with the various innovative financing models. This requires an agile and very collaborative approach built on trust between the various stakeholders at IA, our partner National Societies and other Movement partners. Our current organisational model is not adapted to this

Difficult for me to explain the above consideration as I'm not that familiar with the topic

Both quantitative and qualitative capacity is limited. Requires also broader organisational embedding. Finally, key would be how we can collaborate with other NS, which invest in that capacity, and we do not require considerable own investments.

Q2.1 - In your own words, what is the raison d'etre (purpose) of IA team?

In your own words, what is the raison d'etre (purpose) of IA team?

I'm not clear about what are IA team functions

development of the IA strategy with the field, fundraising and technical support

exploring funding opportunities and assist with project proposals

Continuously looking for the best and most efficient ways to support PNS's, programs, projects and the most vulnerable people.

To provide humanitarian aid - assist people in need with main focus on most vulnerable. Aid provided through movement partners through building capacity - either financial and technical and stimulating partners to remain relevant.

to provide international assistance to alleviate and prevent human suffering across the globe.

To contribute to reducing poverty and alleviating suffering in developing countries through the local RCRC National Societies.

To enable specific countries in the worldwide RCRC Movement meet the needs of vulnerable people in their countries, on topics where the Movement has the most expertise

to better support with focus expertise our partner NSs to deliver better humanitarian aid to the most in need.

Same as Red Cross mission: prevent and alleviate human suffering. And then for NLRC: have the most efficient, impactful and sustainable impact in the communities we serve and in our collaboration with the national societies

The IA team has two levels at HQ and in the field. The HQ is the support to the field (in technical expertise, innovation and networking) to assure the field can implement and support the NS in this area

To provide the HNS's with financial and technical support.

To support the Red Cross Movement worldwide in assisting the vulnerable and alleviate human suffering.

enable other RCRC movement partners in reaching their objectives

support and strengthen partner NS and the Movement as a whole in preparing for and offering humanitarian aid to the people most in need thereof (most vulnerable) globally according to our humanitarian principles and standards

Advisory body of NLRC that provides technical and financial support to partner NS in the international domain. This team assures efficient use of international funding from institutional donors in the NL and ensure timely and quality implementation of field interventions by the partner NS.

To mobilise funding to support humanitarian responses in fragile countries affected by multiple disasters

Resource mobilization, technical support / capacity building, knowledge sharing, financial management, partnership management, working with different donors and initiatives,

Support RCRC Movement partners in implementing a co-created strategy for these Movement partners to deliver on that strategy.

In your own words, what is the raison d'etre (purpose) of IA team?

TO BE ABLE TO PROVIDE "ADDED VALUE" TO HUMANITARIAN RESPONSE AND PREPAREDNESS OPERATIONS, TO MAKE IT POSSIBLE TO HAVE AGILE RESPONSE AND EFFECTIVE EFFICIENT HUMANITARIAN ACTION IN FIELD, SUPPORT SERVICES SLOW FUNCTIONING IS ALWAYS KEEPING DELAYS AND MOTIVATION DRAWING TO LOW LEVEL IF YOUR ONE INDIVIDUAL IN BUREAUCRATIC SYSTEM OF IHA IS NOT PERFORMING, THE WHOLE SET UP IS LOSING, WE ARE LOSING FOCUS AS IHA FROM BENEFICIARY CENTREDNESS, WE NEED TO ADDRESS THE ROOT CAUSES OF PROBLEMS NOT TO HIDE BEHIND DENIAL

As IA we support the international efforts of the RCRC movement by providing knowledge and resources to support and strengthen the activities of movement partners.

The International department is the link between the Netherlands population/community/interest and Sister Societies in other parts of the world. IA ensures that the humanitarian compassion of the Netherlands for humanitarian suffering in other parts of the world is translated into concrete action.

Facilitate the mobilisation and allocation of funding for our international work, while providing strategic, administrative, HR, financial and logistical support to our delegates in the field and the movement partners we work with.

To support local people and responders to solve their humanitarian problems

Q2.3 - In short, what value does the IA offer and to whom?

In short, what value does the IA offer and to whom?

I cant answer now as I has to learn more about the toppic

I need more information about IA team

funding and technical support to the field

knowledgde of where and how to find money for projects and excellerating processes and drawing attention to opportunities

Expertise, knowledge, support and money to partner countries, and the most vulnerable people.

Financial and technical support to vulnerable communities though our Movement partners

value for money integrity excellence and professionalism to the sister national societies

Technical expertise, funds, network, capacities to innovate. To the partners National Societies and to other RC movement partners.

Connecting the Dutch people to local organisations in countries where there are needs and seeing that their support can help these needs be met

good technical support, flexible budget and strong partnership.

Directly to communities: knowledge & capital, impact Directly to national societies: institutional strenghtening, financial sustainability, knowledge, network, impact

The IA offers technical support to the field as well to the NS. It plays a key role in the Movement to link up with other members as well as with donors, innovators and knowledge platforms. The field part of the IA brings in the applied knowledge in the context of the country and with the NS and assists the HQ IA on the possibilities and struggles and failures

Being based in Europe, which makes access to funding for the HNS's based mainly in Africa easier.

IA offers support (technical, financial, strategical) to Red Cross partners worldwide to support the Red Cross principles and vulnerable communities.

funding, knowledge, access to Dutch private sector, government and humanitarian sector for RCRC movement partners

knowledge and technical support, fundraising mechanisms, finances and at times a liaison position to match demand and supply to the partners mentioned above

IA department offers good value to NLRC in having a good performance as international donors and support partner of NS in developing countries.

-Restoring human dignity and bring relief to the lives of people affected by disasters. Promoting the fundamental principles of Red Cross in countries affected by disasters

adds value, in policy dissemination , support processes, facilitating learning , to its staff , volunteers, partners (Host National Societies) , to the RCRC movement, to NL MoFA

In short, what value does the IA offer and to whom?

Funding, Expertise, Networks to RCRC Movement partners, and positive influence on Dutch constituency to continue to offer international solidarity and adopt policies, investments and practices that benefit the needs of people affected by crisis.

IA IS DOING AMAZING JOB OPERATIONALLY AND STRATEGICALLY, BUT WE ARE LOSING DUE TO BAD FINANCIAL SYSTEMS LOGISTICS SYSTEM PROJECT ADMINISTRATION HR, SO IA SUPPORT SERVICES FUNCTIONS ARE CORRODED AND NOT FUNCTIONING WELL TO SUPPORT FIELD OPERATIONS

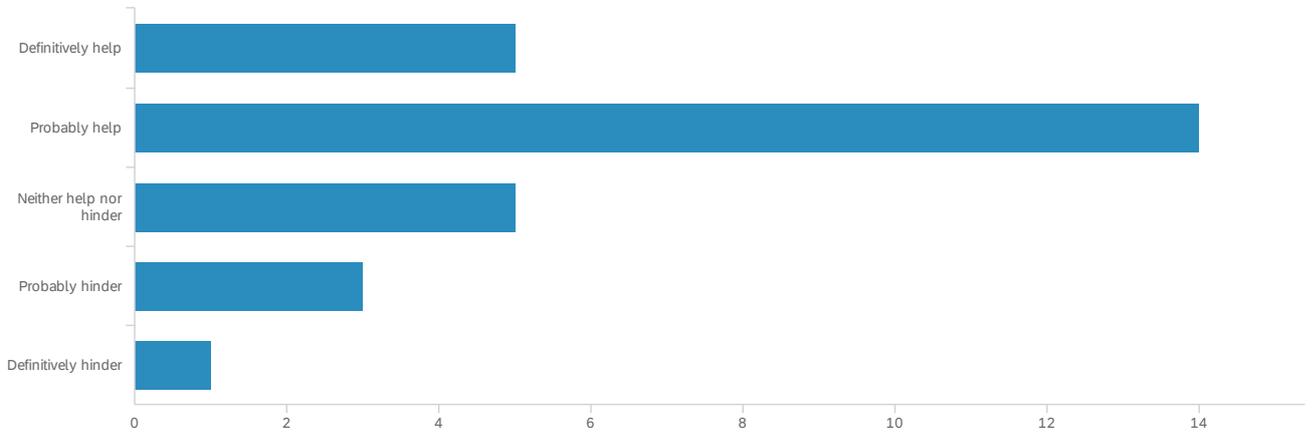
We provide funding, people and knowledge to other NS IFRC/ICRC, IA links the movement approach to the national department of NLRC IA department is a knowledge partner to external stakeholders providing input on hard to reach contexts IA strenghtens movement structures by contributing to (policy and thematic discussions, shaping and sharing leadership in RCRC ovement

The International department bridges cultural gaps and ensures humanitarian aid or development aid reaches beneficiaries and is accounted for.

- expertise (both on content and processes) to delegates, movement partners, policy makers, donors - operational vigor to movement partners and donors

Brokering NL-based expertise and resources for locally-owned response

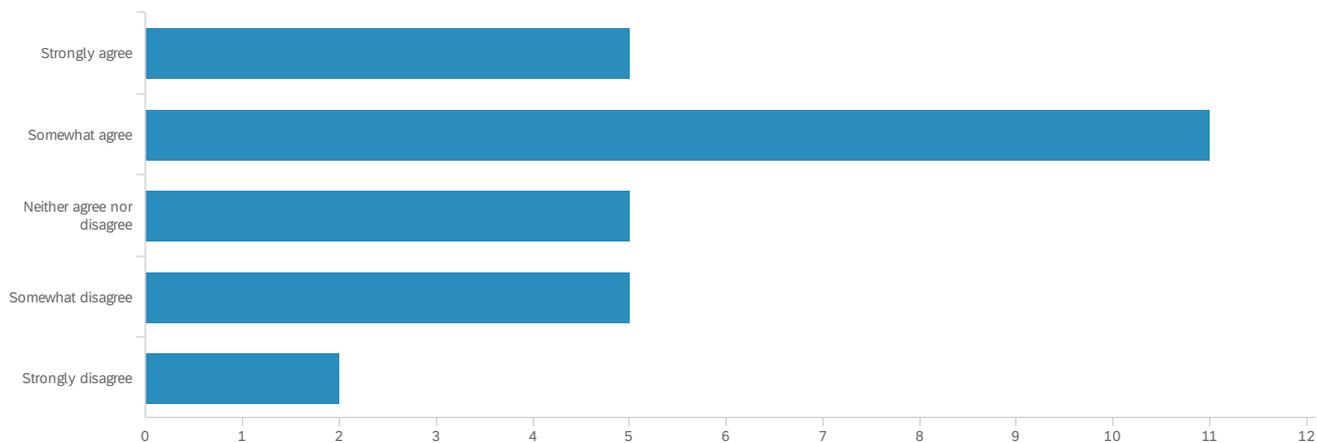
Q28 - If the NLRC were to tap into innovative finance options, do you think your current value proposition would help or hinder?



#	Field	Choice Count
1	Definitely help	18% 5
2	Probably help	50% 14
3	Neither help nor hinder	18% 5
4	Probably hinder	11% 3
5	Definitely hinder	4% 1
		28

Showing rows 1 - 6 of 6

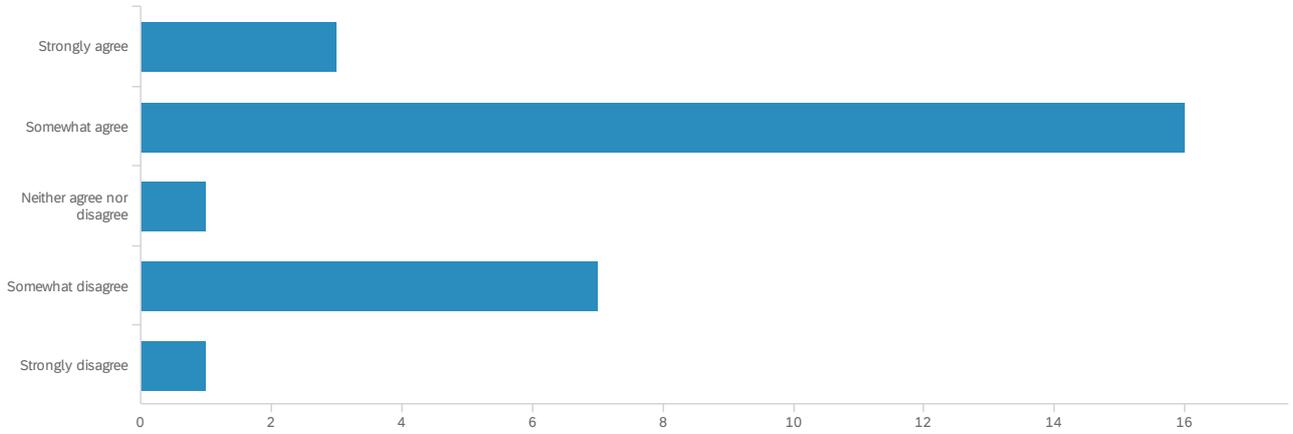
Q2.6 - The IA team has a shared vision of how we want to evolve in the coming years



#	Field	Choice Count
1	Strongly agree	18% 5
2	Somewhat agree	39% 11
3	Neither agree nor disagree	18% 5
4	Somewhat disagree	18% 5
5	Strongly disagree	7% 2
		28

Showing rows 1 - 6 of 6

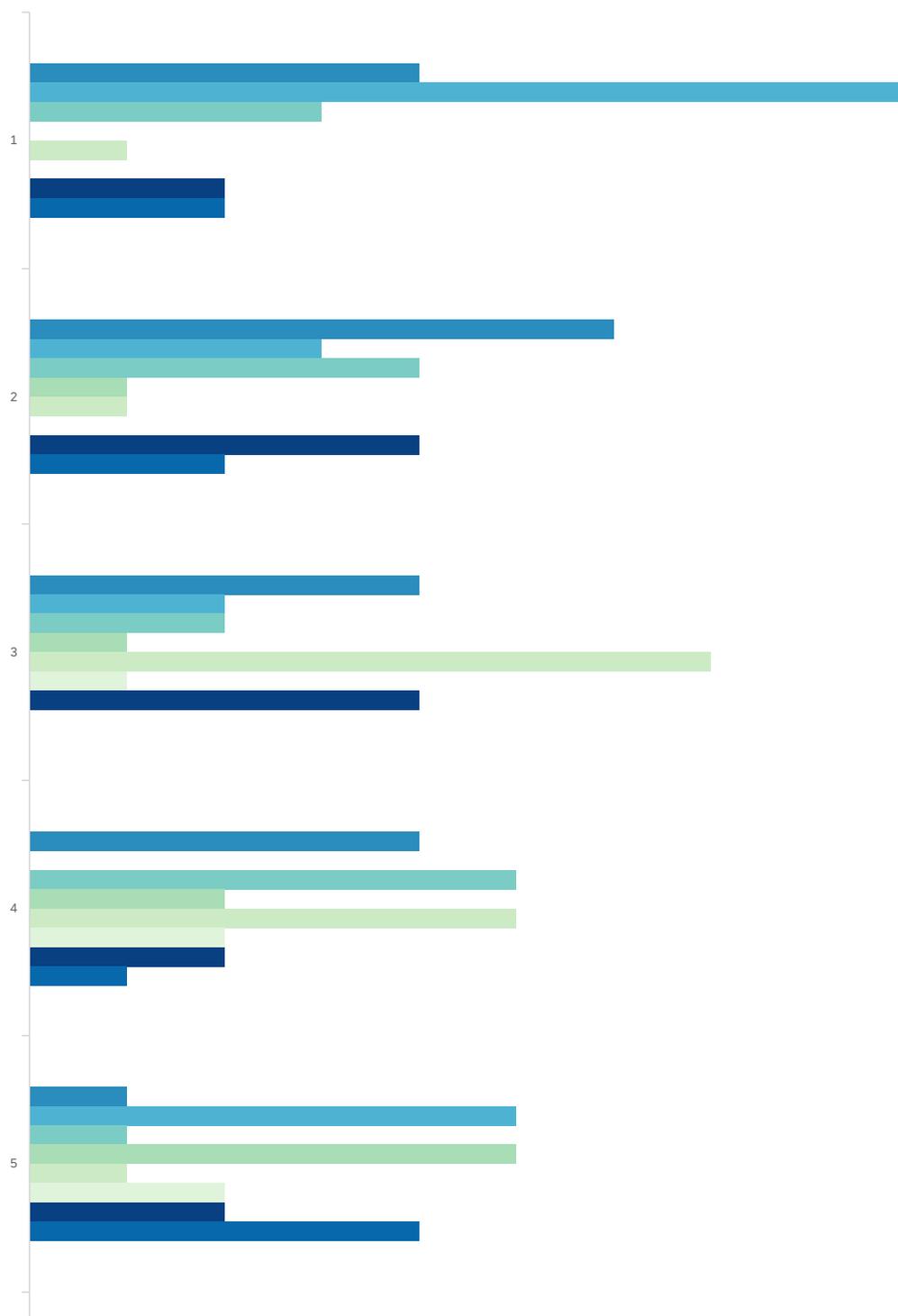
Q2.7 - I can picture how the IA team will evolve in the coming years

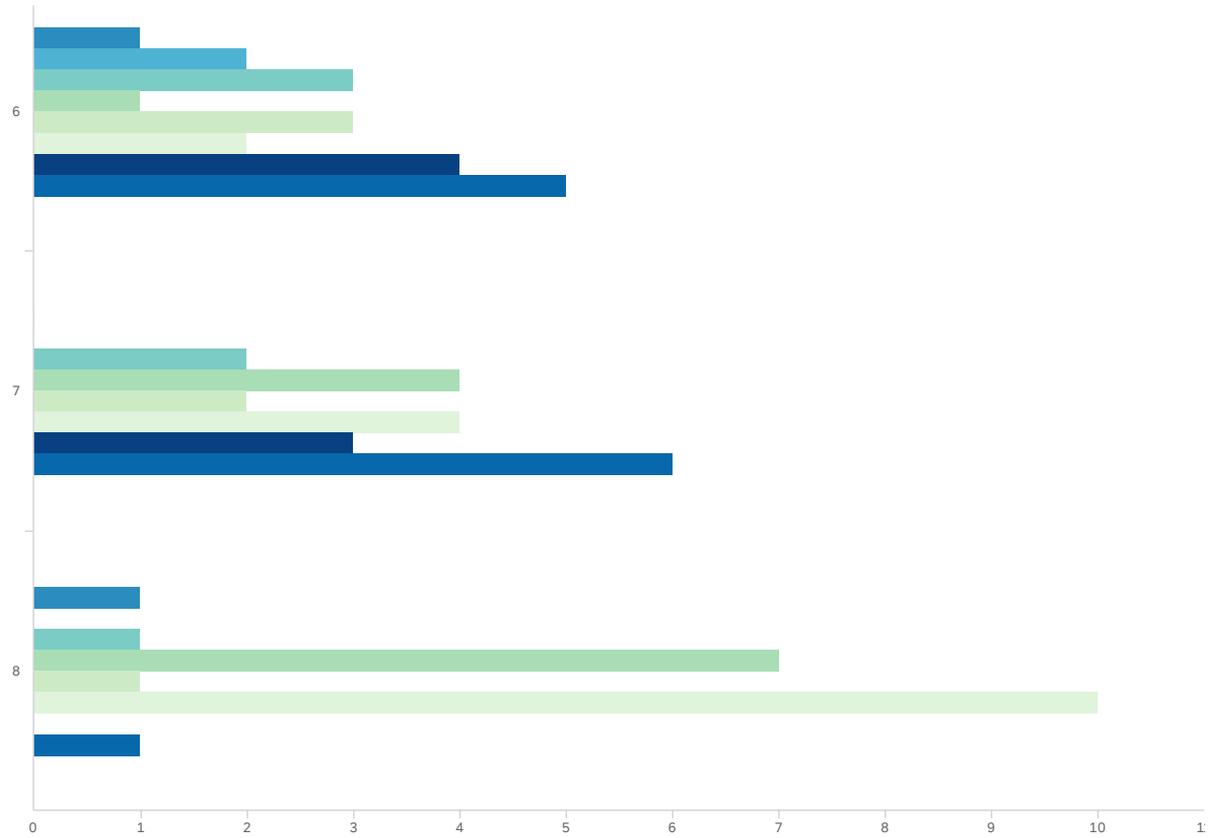


#	Field	Choice Count
1	Strongly agree	11% 3
2	Somewhat agree	57% 16
3	Neither agree nor disagree	4% 1
4	Somewhat disagree	25% 7
5	Strongly disagree	4% 1
		28

Showing rows 1 - 6 of 6

Q3.1 - Think about the IA team's way of thinking and behaving. Rank the following statements from 1 – 8 according to what best describes your team’s culture. 1 = the best description of your company’s culture 8 = the worst fitting description





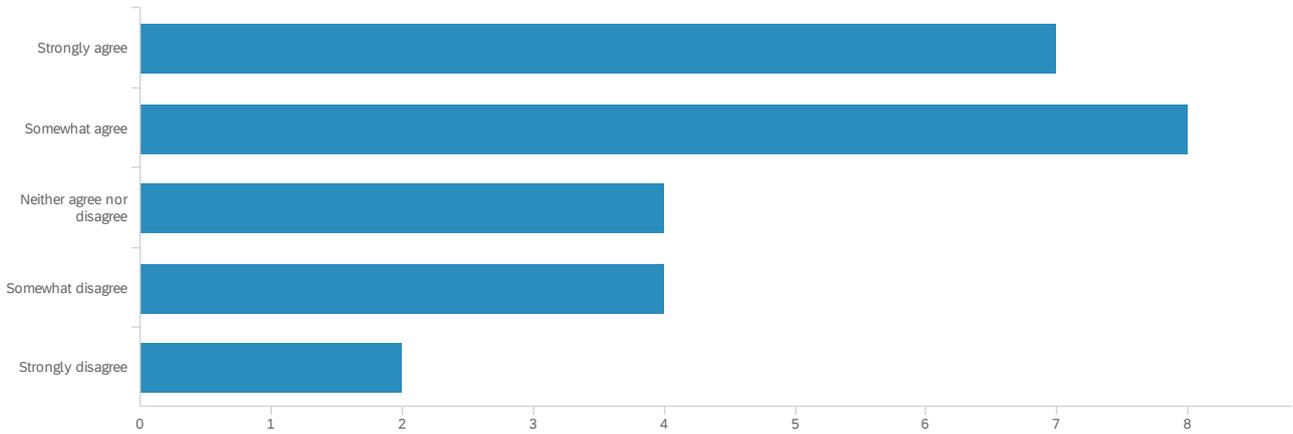
- A warm, collaborative, and welcoming place where people help and support on...
- A compassionate and tolerant place where people try to do good for the long...
- An inventive and open-minded place where people spark new ideas and explore...
- A playful, lighthearted environment where people tend to do what makes them...
- An outcome-oriented and merit-based place where people are driven to achiev...
- A competitive place where people strive to gain personal advantage.
- A predictable place where people tend to play it safe and think things thro...
- An orderly place where people tend to play by the rules and have a desire t...

#	Field	1	2	3	4	5	6	7	8
1	A warm, collaborative, and welcoming place where people help and support one another. It feels like a big family.	19% 4	29% 6	19% 4	19% 4	5% 1	5% 1	0% 0	5%
2	A compassionate and tolerant place where people try to do good for the long-term future of the world.	43% 9	14% 3	10% 2	0% 0	24% 5	10% 2	0% 0	0%
3	An inventive and open-minded place where people spark new ideas and explore alternatives.	14% 3	19% 4	10% 2	24% 5	5% 1	14% 3	10% 2	5%
4	A playful, lighthearted environment where people tend to do what makes them happy. It feels like a party or celebration.	0% 0	5% 1	5% 1	10% 2	24% 5	5% 1	19% 4	33%

#	Field	1	2	3	4	5	6	7	8
5	An outcome-oriented and merit-based place where people are driven to achieve top performance.	5% 1	5% 1	33% 7	24% 5	5% 1	14% 3	10% 2	5%
6	A competitive place where people strive to gain personal advantage.	0% 0	0% 0	5% 1	10% 2	10% 2	10% 2	19% 4	48%
7	A predictable place where people tend to play it safe and think things through carefully.	10% 2	19% 4	19% 4	10% 2	10% 2	19% 4	14% 3	0%
8	An orderly place where people tend to play by the rules and have a desire to fit in.	10% 2	10% 2	0% 0	5% 1	19% 4	24% 5	29% 6	5%

Showing rows 1 - 8 of 8

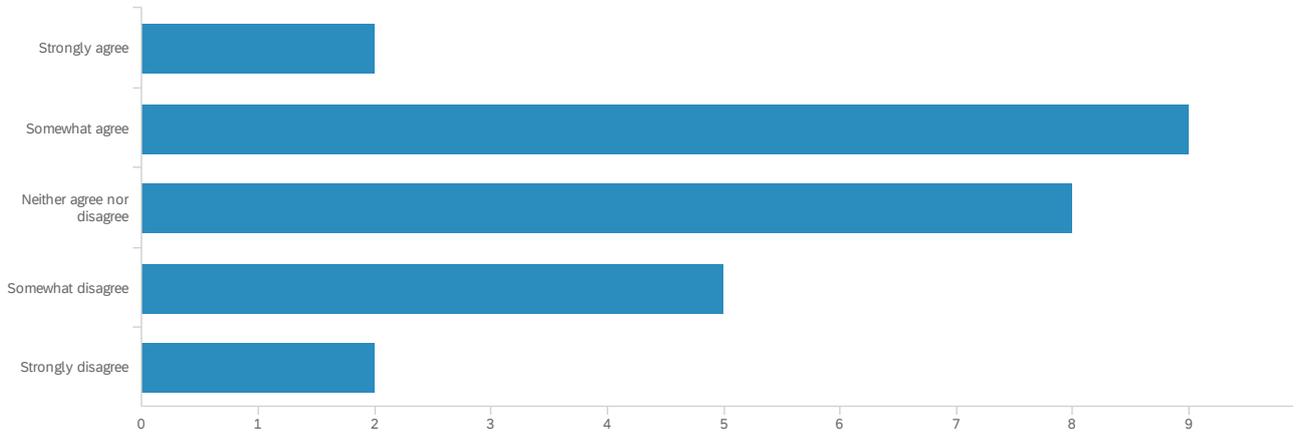
Q3.3 - I personally consider this way of thinking and behaving is the best way to achieve our purpose and confront the challenges we are facing.



#	Field	Choice Count
1	Strongly agree	28% 7
2	Somewhat agree	32% 8
3	Neither agree nor disagree	16% 4
4	Somewhat disagree	16% 4
5	Strongly disagree	8% 2
		25

Showing rows 1 - 6 of 6

Q3.4 - I personally find the IA department culture permissive for engaging in innovative funding or finance options.



#	Field	Choice Count
1	Strongly agree	8% 2
2	Somewhat agree	35% 9
3	Neither agree nor disagree	31% 8
4	Somewhat disagree	19% 5
5	Strongly disagree	8% 2
		26

Showing rows 1 - 6 of 6

Q3.5 - Could you explain why?

Could you explain why?

see earlier answer. I think we want to stick to what we know, driven by financial resources (and our assumptions of them). often this comes down to accepting to do everything/anything if funds are available, instead of admitting we are not good at everything and taking the risk of not accepting donors or funds. strategy and vision are multi-interpretable for this reason and there's not one common understanding of our added value and focus as a result. A few people have influence (hence little changes), but others are reluctant to provide new ideas or criticism because it may have consequences

in general new ideas and new way of working are accepted and raise the interest of many colleagues. I think the only boundaries is to keep it in the strategy framework.

We tend to only focus on funding sources we know, limiting ourselves and risking our existence by this narrow-focus.

There is willingness (various discussions), but we fail to turn these into action, as people are always busy on 'something else', or we 'don't have the people with the right skills', we are playing catch-up (other organisations are seen as much more connected in this area)

The ranking of "IA's team way of behaving" was done based on my actual team, the Princess Margriet Fund. Per default, we have a more innovative culture, being part of IA, yet having more independence. Should I have to rank these same features for IA, I would consider it more conservative, risk averse. So the PMF culture enables and encourages innovative financing / funding reserach & experiementation, IA's culture less so.

The management of NLRC has been always proving to be risk taking and not being afraid of investing in innovation.

NLRC is often comes on top to explore and embrace innovative ideas

N/A

Most people in IA are very devoted, but financial skills and knowledge on innovative financing is not one of our strong points. Focus is primarily on programmes and content, and less on finance.

Lack of knowledge related to IA

It is possible but often on own initiative. The current Innovation unit feels far away from the field and less engaged

IA is certainly open for change, but the needs, capacity and culture of the recipient Sister National RC/RC Society and the beneficiaries in the country will play a crucial role

I think there will be plenty of colleagues willing to try something new, but that they will soon enough bump into the limitations of the way we formally work (SPA, procedures).

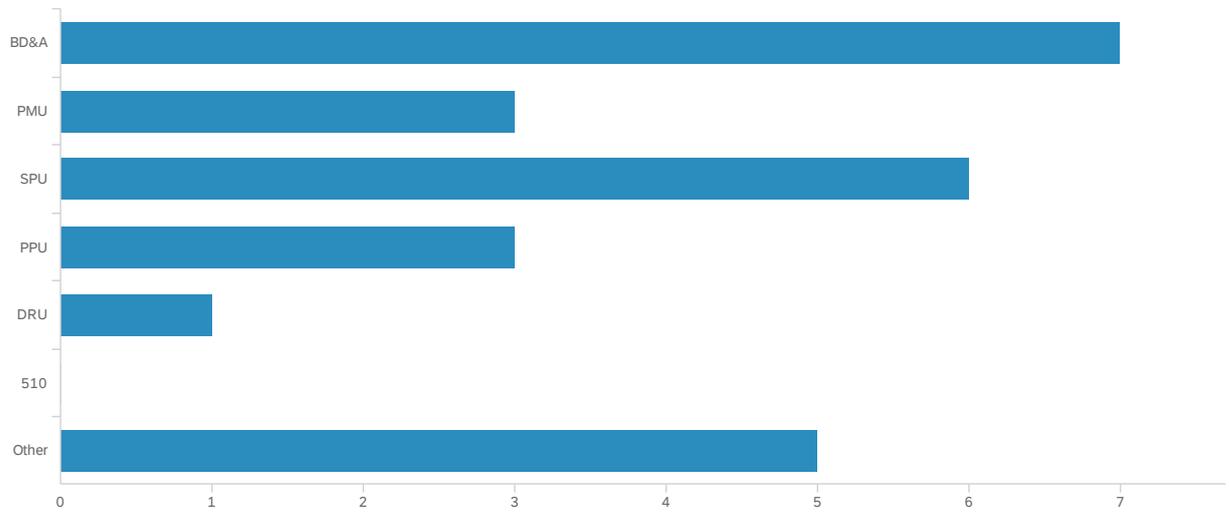
I think the current system is to bureaucratic to support innovation.

I d not know enough about it

Despite our belief that we can make this happen, our culture and processes are not adapted to these kind of initiatives at all. If we maintain the current system, there is a big risk that this will take a long time to materialise and in the end might still fail

As mentioned, willingness is there, mindset of growing number want to be more innovative, but organisation not ready yet, bureaucratic processes and systems.

Q3.6 - What unit are you from?



#	Field	Choice Count
1	BD&A	28% 7
2	PMU	12% 3
3	SPU	24% 6
4	PPU	12% 3
5	DRU	4% 1
6	510	0% 0
7	Other	20% 5
		25

Showing rows 1 - 8 of 8

Q26 - If you still have a few minutes, think for a moment about the current challenges of the world and the role that the NLRC and the RCRC movement have in it. Now complete this statement, follow your gut: Wouldn't it be great if the NLRC could...

If you still have a few minutes, think for a moment about the current chall...

clarify its working mechanisms / organizational chart / Strategy

deliver very good qualitative assistance to the people who need it in emergencies and as much as we can prepare people better for disasters to come and become more resilient and this all through our partners in the field

be part of a Movement that has a very strong identity that is consistently implemented and known around the world for specific key priorities

play a bigger role in addressing protection concerns of affected population in a mainstreaming approach but with a stronger emphasis in each sectors of intervention.

(More focused on IA within NLRC) Be a trailblazer in the areas it chooses to focus on (be it water, landscape restoration, nature based solutions etc), be more innovative, forge more partnerships with leading organizations, step up its quality standards in overall project management, have better leadership, MUCH more transparency & consistency in leadership decisions, have a truly participatory strategy development & implementation

Make up its mind on the strategy in a more holistic way taking into account the longer term COVID impact on the countries and less is 3 small areas (WASH, WFA and Data). I feel we lose out in that manner what the needs of the countries and communities are

be a more daring organisation, taking more calculated risks by trying new things, always starting from the problem that we want to solve.

innovate its internal way of working. Less bureaucracy and more freedom to think out of the box, also regarding innovative financing.

really reach the most vulnerable and address their local needs by raising the quality of preparedness and response (assessments) of partner NS and branches as opposed to NGOs working with implementing partners and similar lists and prejudices

tap into more innovative funding so we can leverage existing institutional funding and scale up current activities. Also to make a more effective use of the existing funding. It has been proved for example that payment by results schemes improve the M&E culture and the efficiency in delivering outputs.

Form more partnership with many more reputable humanitarian to share learnings and programme experience.

Partners with more actors to address the urgent and long term impact of Covid-19 and its economic , social and health impact

PLACE RIGHT PEOPLE IN RIGHT PLACES, FOCUS ON HR AS HR IS THE FUEL WHO DELIVERS, LEADERSHIP TO BE BRAVE AND TO TACKLE ISSUES AND NOT CLOSE EYES ON VISIBLE ISSUES WHICH BECOMES MOSNTEROUS, SO TACKLE ROOT CAUSES ATE RIGHT TIME NOT TO LET IT GROW

make a real difference in the way humanitarian aid is delivered

support the RCRC Movement with the needed expertise and funds in a coordinated manner, always keeping our eye on those vulnerable communities and organisations that we aim to serve.

If you still have a few minutes, think for a moment about the current chall...

...understand that our influence lies not so much at the local level but actually here in the Netherlands ... be more humble and do our best to become more service-oriented towards our partner National Societies through our delegate representation, making sure they are truly empowered to speak on behalf of NLRC

End of Report

Goysberg, B., Lee, J., Price, J., & Yo-Jud, C. (2018). What's Your Organization's Cultural Profile? The Culture Factor. Retrieved from <https://hbr.org/2018/01/the-culture-factor>

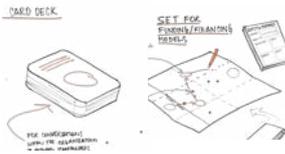
Goysberg, B., Lee, J., Price, J., & Cheng, J. Y.-J. (2018). The Leader's Guide To Corporate Culture. Harvard Business Review, (January-February).

WEF, & OECD. (2015). A How-To Guide for Blended Finance. (September), 1-32. Retrieved from http://www3.weforum.org/docs/WEF_Blended_Finance_How_To_Guide.pdf

F.4 Validation Sessions

Participant 1

Rank which is the most likely to be...



Training tools with small medium groups (4-8 people)

Wider range of use: meeting with donors, discussions with country teams, facilitate RM strategies, it can be used in paper or digital



Background info for experts - consultation



training but also facilitating discussions, if the poster is built up with the audience



Multi purpose: Flexibility (can be used for multiple purposes)

Single use or less flexible use

Participant 1

Rank which is the most likely to be...



engaging but with small groups



Least engaging for the IA department



more engaging with larger groups



Most engaging for the IA department



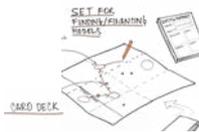
Rank which is the most likely to...

Participant 1

for knowledge building, for brainstorming,



Deliver or enable the least new insights



for decision making, for brainstorming, for planning, for context analysis, strategizing, etc.

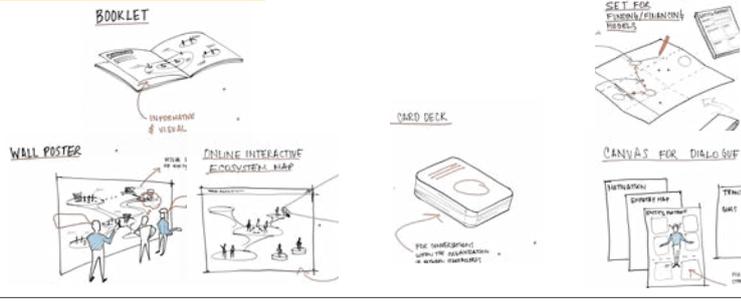


Deliver or enable the most new insights



Participant 2

Rank which is the most likely to be...

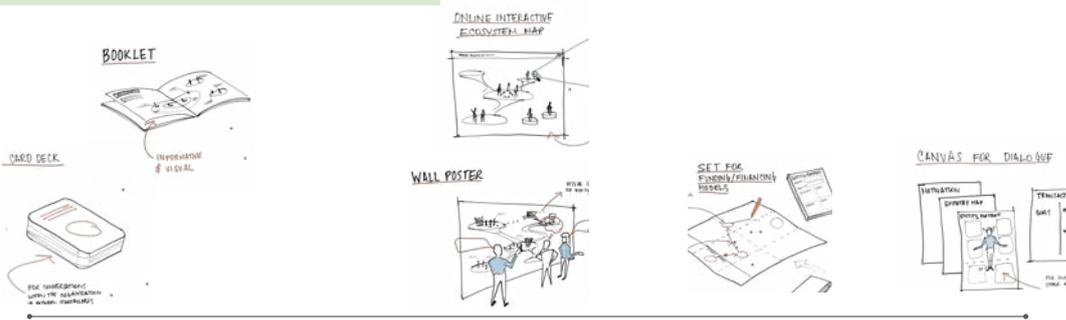


A once off thing

Adopted into everyday work

Participant 2

Rank which is the most likely to be...

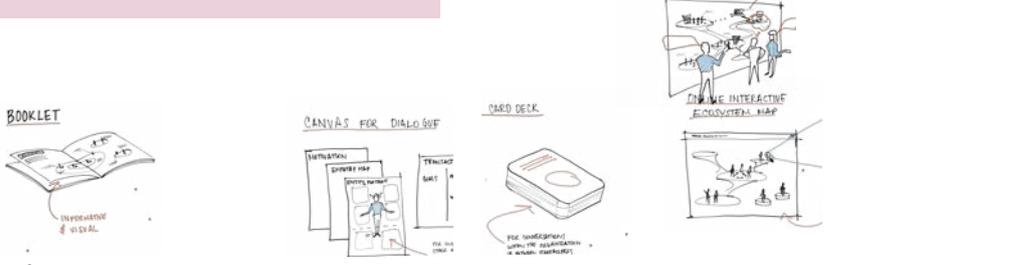


Least engaging for the IA department

Most engaging for the IA department

Participant 2

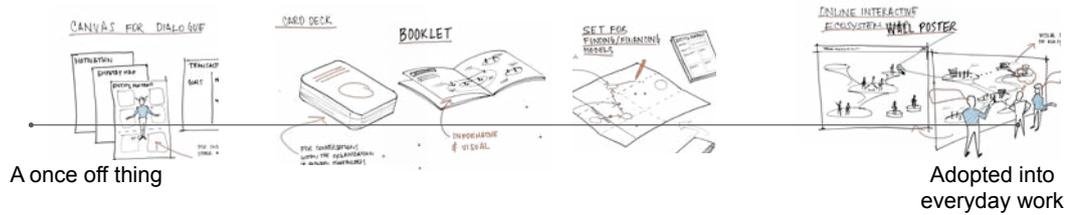
Rank which is the most likely to...



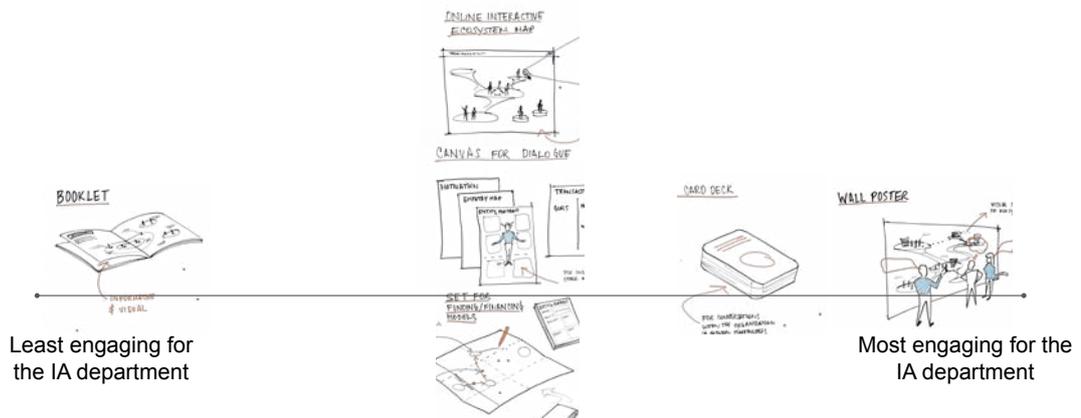
Deliver or enable the least new insights

Deliver or enable the most new insights

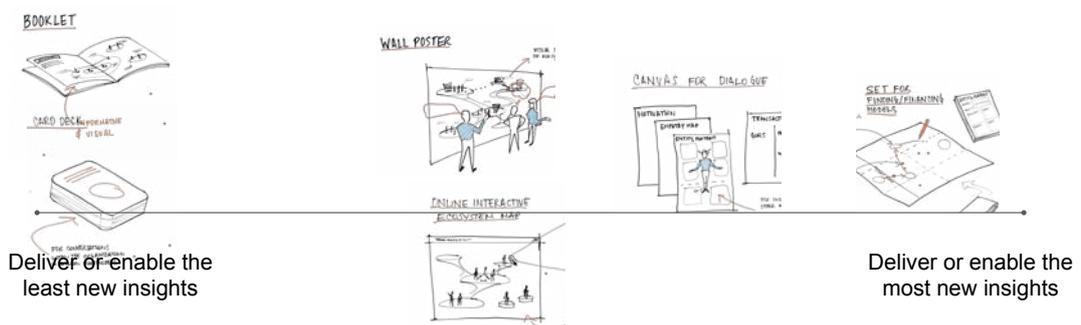
Rank which is the most likely to be...



Rank which is the most likely to be...

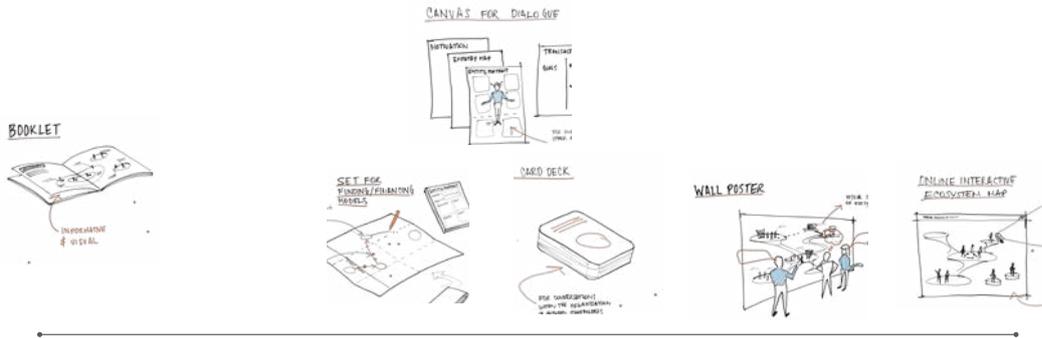


Rank which is the most likely to...



Participant 4

Rank which is the most likely to be...

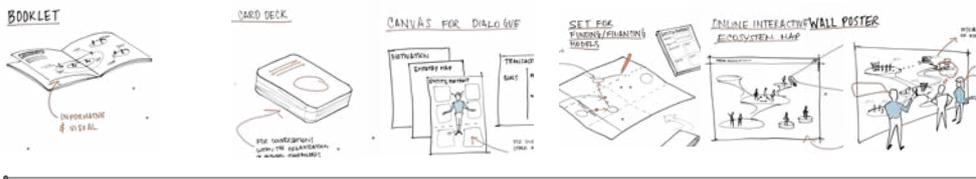


A once off thing

Adopted into everyday work

Participant 4

Rank which is the most likely to be...

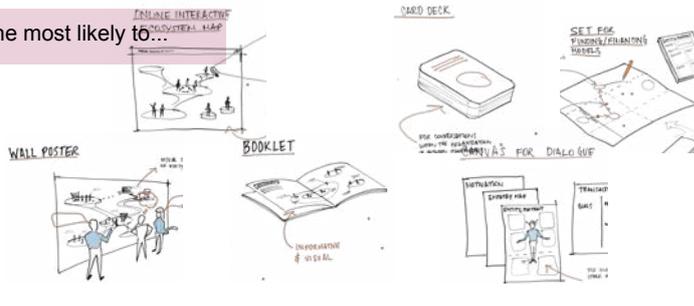


Least engaging for the IA department

Most engaging for the IA department

Participant 4

Rank which is the most likely to



Deliver or enable the least new insights

Deliver or enable the most new insights

F.5 First Iteration

What is an "Emergent" Innovation Ecosystem?

Since the new millennium a global movement for addressing the biggest world challenges has been gaining strength.

A few isolated efforts started to emerge, fighting against a system that refused to change. Each of them, pursuing their own vision.

Slowly, these innovative cells started to connect and learn from each other. By uniting forces and aligning their vision, they became stronger.

The more they are, the more resistance they have overcome. The stronger their connections are, the better they can address their common goals. However, as we move closer into this multi-sector network, it becomes more complex and difficult to guide.

Like a nebula becoming a star, this ecosystem is still in the making, gathering material and discovering its shape.

This is the Emergent Innovation Ecosystem for Humanitarian Investment.

Finance... WHAT?

Different terms, same intention

Innovative Finance for Development (IF4D)
Any instrument beyond a traditional grant that mobilizes new capital and/or improves the efficiency or effectiveness of existing capital to tackle social and environmental problems.

Blended Finance
Blended Finance is the strategic use of development finance and private capital flows to encourage and "leverage" markets.

Close the gap

Humanitarian Investment (HI)
An active humanitarian investment or capital invested in what that measurably benefits people and communities in contexts of displacement and fragility, conflict and violence - while creating a financial return.

Depend additional funds. The potential

The most straightforward benefit of these financial models is to gain additional funding, however, the true potential of innovative finance is its ability to change incentive structures, improve program delivery, and provide new solutions to development challenges (continued).

The 4 Innovative Financing Model Variables

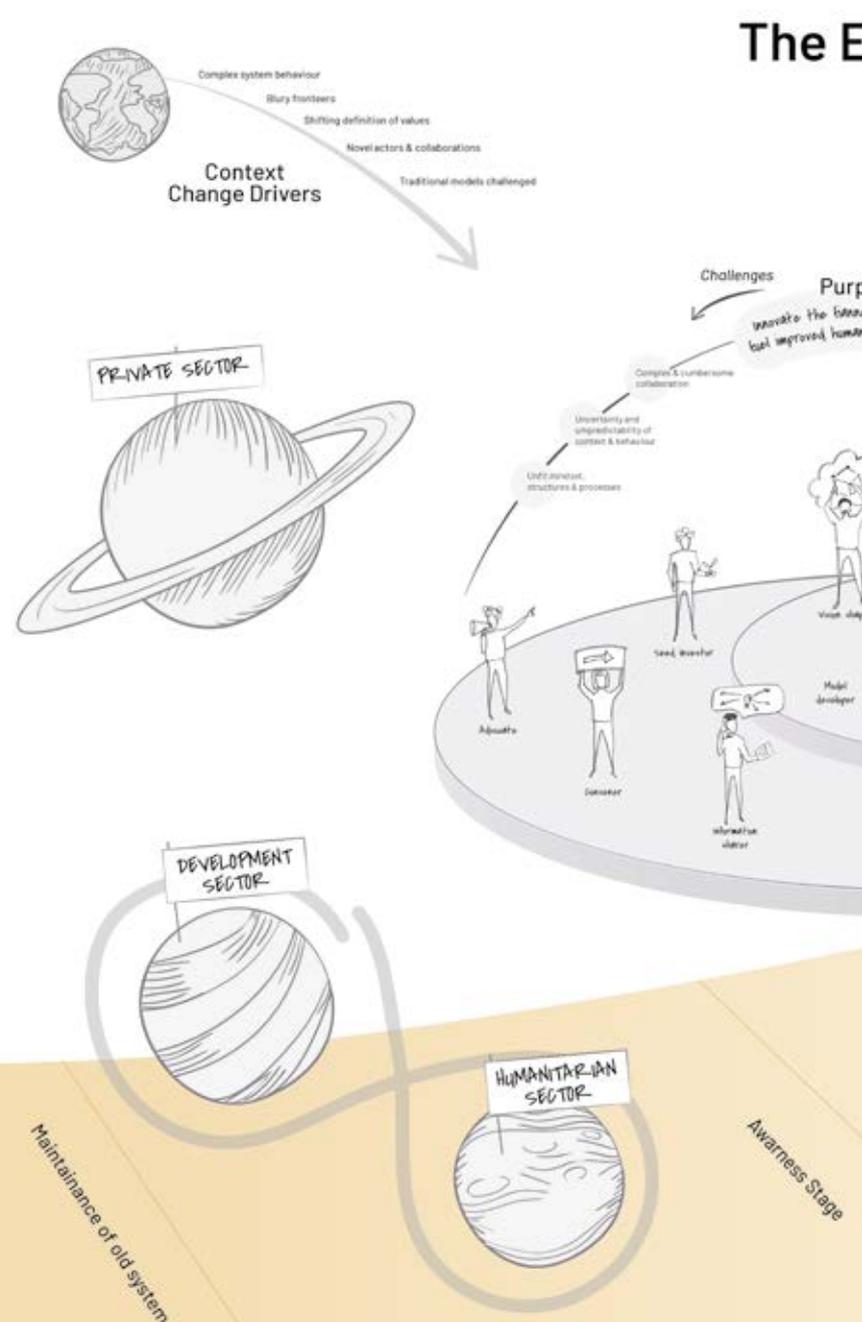
Any financing model has a few variables, which can be changed, tested, and transformed. How exactly depends on the location behind it.

Who? **Actors** - Who is involved? Do they feel and intend to have a transaction, and when are they? Big organizations or individuals? What are their interests, conditions to engage, incentives?

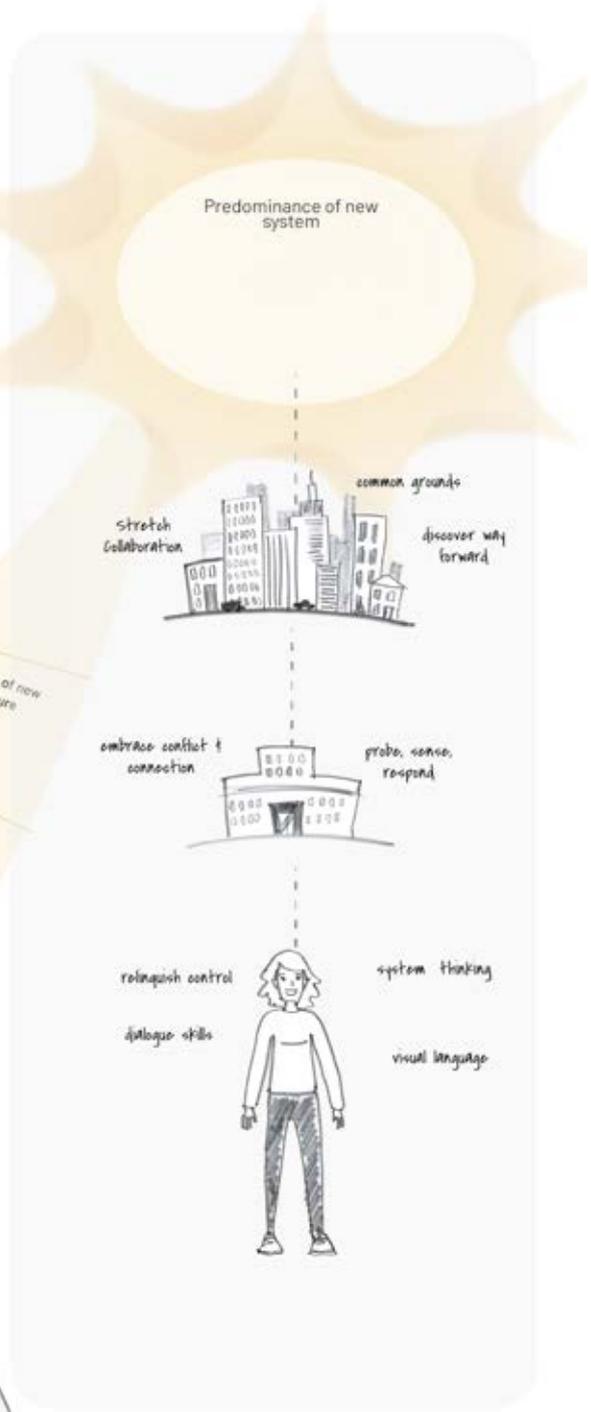
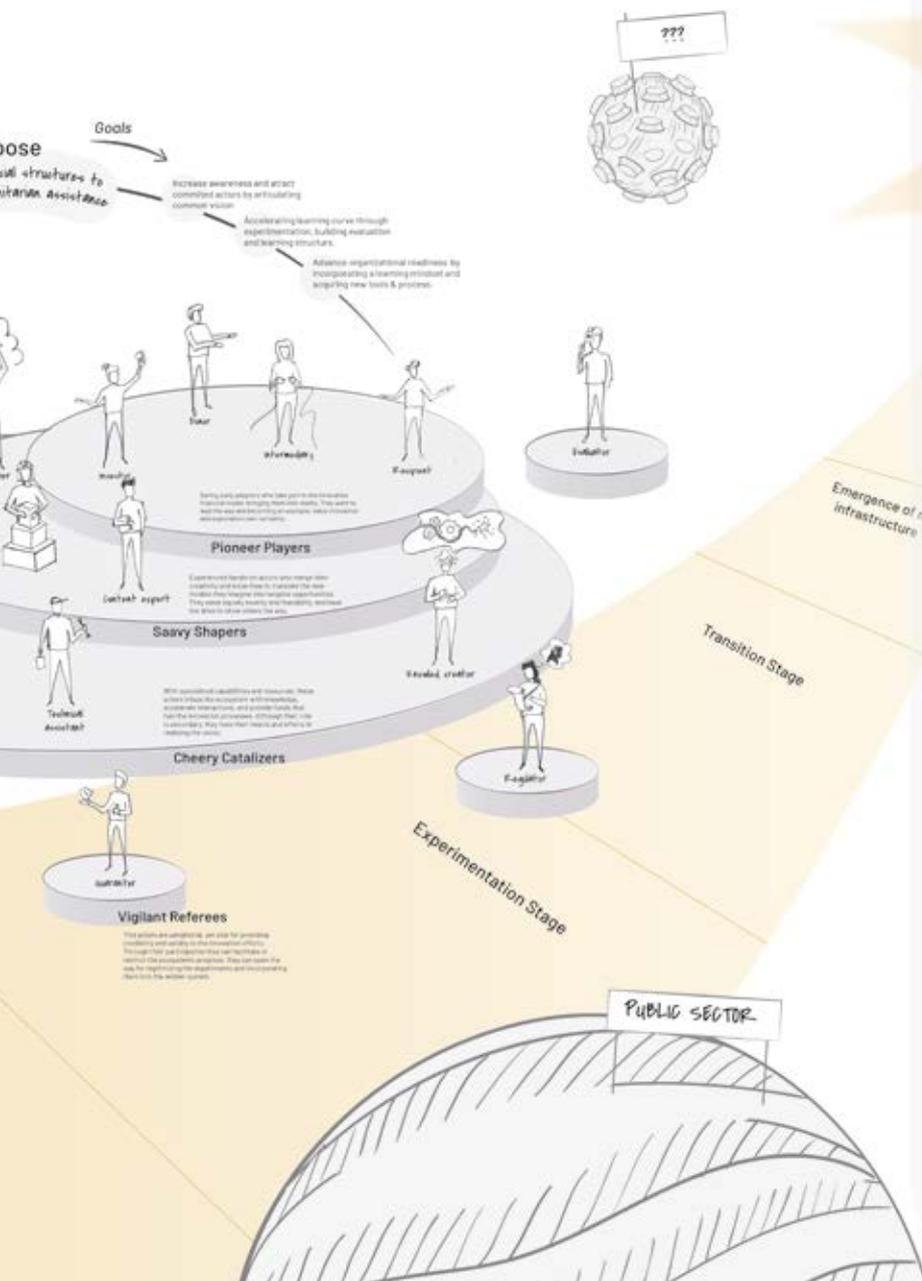
What? **Currency** - What money is a trust, but are there other currencies that can be exchanged? What about credit, brand equity or debt?

When? **Timing** - When are the transactions happening and for how long? Does it arrive before it's needed? Will it continue to arrive after?

How? **Flow** - How does it move? Is the price, money that flows quickly through a network or is accumulated at a node. What is the frequency? Is it delayed? Is it allowed to transact then matter?



Emergent Innovation Ecosystem for ...



Finance... WHAT?

Different terms, same intention

Innovative Finance for Development (IF4D)
Any investment beyond traditional grants that mobilizes new capital and/or improves the efficiency of investment and/or encourages private sector and environmental problems?

Blended Finance
Blended Finance is the strategic use of development finance and philanthropic funds to mobilize private capital flows to environmental and societal markets.

Close the gap

Humanitarian Investment (HDI)
We define Humanitarian Investing as digital investment in ways that measurably benefit people and communities in countries of development and fragility, conflict and violence, while creating a financial return.

Beyond Additional funds: The potential

The most significant benefit of these financial models is to gain additional funding. Another: The true potential of Innovative Finance is its ability to change incentive structures, improve program delivery, and provide new assistance to development "champions" (Interview).

More money How actors Better processes

The 4 Innovative Financing Model Variables

Any financing model has 4 key variables, which can be changed, tweaked, and transformed. How exactly depends on the motivation behind it.

Question: Is it generating more money, attracting new actors, or decreasing transaction costs?

Who Actors	What is involved? At least two are needed to have a transaction, but who are they? (E.g. private foundations or institutional investors) and their interests, conditions or energy, resources?	What Currency	What is being traded? Is it a good, a service, a commodity, or a right? (E.g. social equity or debt)
When Timing	When are the transactions occurring and for how long? How long before it's needed? Will it continue to arrive when?	How Flow	How does it move? Is it a one-time money up-front transfer through a transaction or is it structured as a loan, which is to be repaid? Is it structured to attract the transaction cost?

Needs more central

or motivation to increase accountability?

EXAMPLES

Why VIDEO Explaining?

How do you USE THIS?

Sizing the Potential

Predominance of new system
Actor build & ship

ACTIONS?

- A series of steps
- A set of actors
- A set of resources
- A set of incentives
- A set of constraints

What can I do with this?

What Roles can we play?

Who are we missing?

When to use this?

What is your goal?

BRAIN STORM TRIGGER QUESTIONS

Where are people in world? communities?



F.6 Ecosystem Roles

Using canvases to better understand

Once I realized that what we are looking at is an 'Emerging Innovation Ecosystem', I wanted to understand more about the internal dynamics and how those could be improved.

To reflect and explore possibilities I relied on the 'Ecosystem Canvas' and the 'Ecosystem Entity-Role Portrait'; developed by the Platform Design Toolkit team (<https://platformdesigntoolkit.com>), which I adapted to better suit my topic.

The first one allowed me to better understand what the most relevant entities are related to the goal, and how they relate between each other.

The second one was a good exercise for analysing in more depth the motivations of some entities, which could later be used as a way to improve the transaction between them.

Development of ecosystem roles

Through this exercise I gained a better understanding of the different entities, which allowed me to cluster them to identify more generic roles, with a specific function within the ecosystem.

Later, through a session with my NLRC mentor, we mapped the main transaction that happens between certain groups of roles.

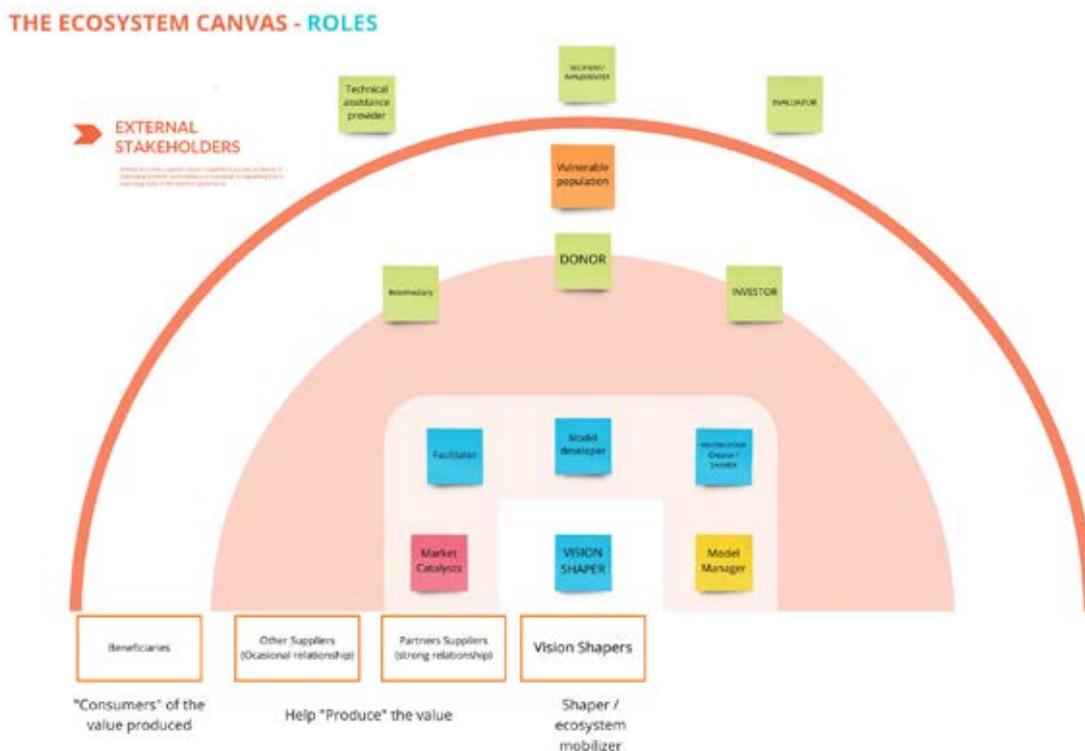


Figure 3: DPT Ecosystem Canvas adaptation

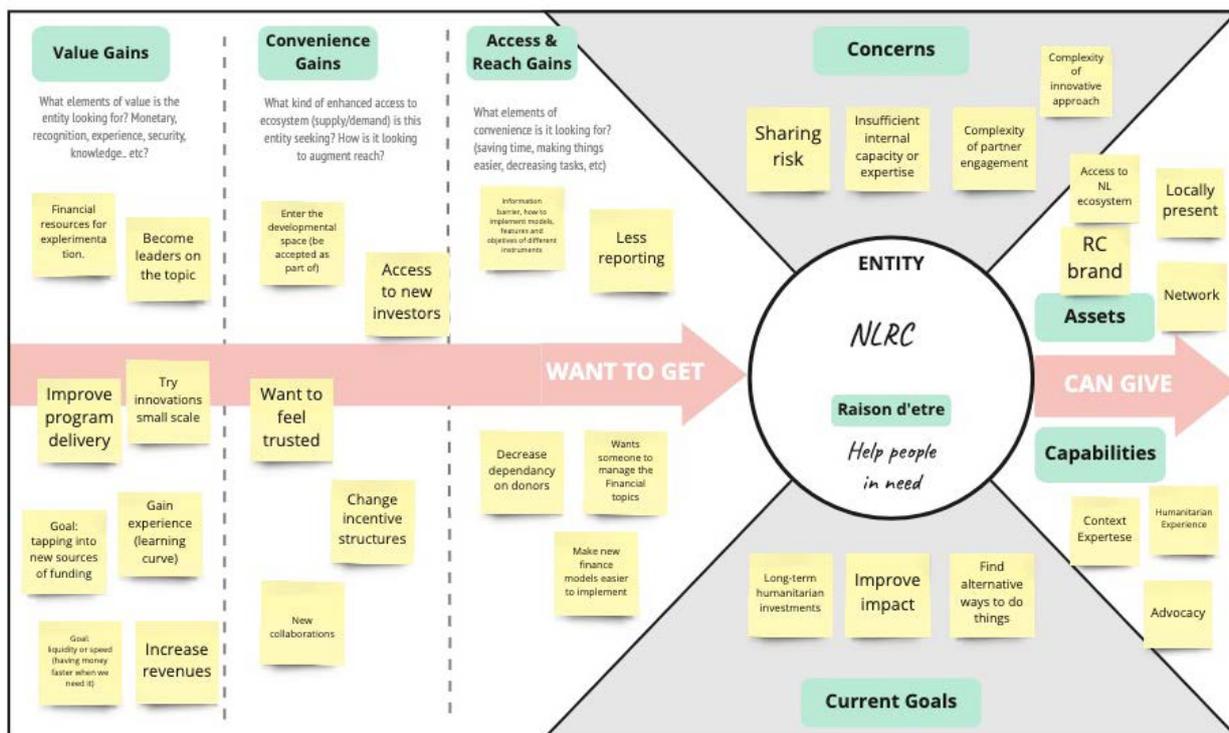


Figure 4: DPT Entity Portrait adaptation. Example with NLRC

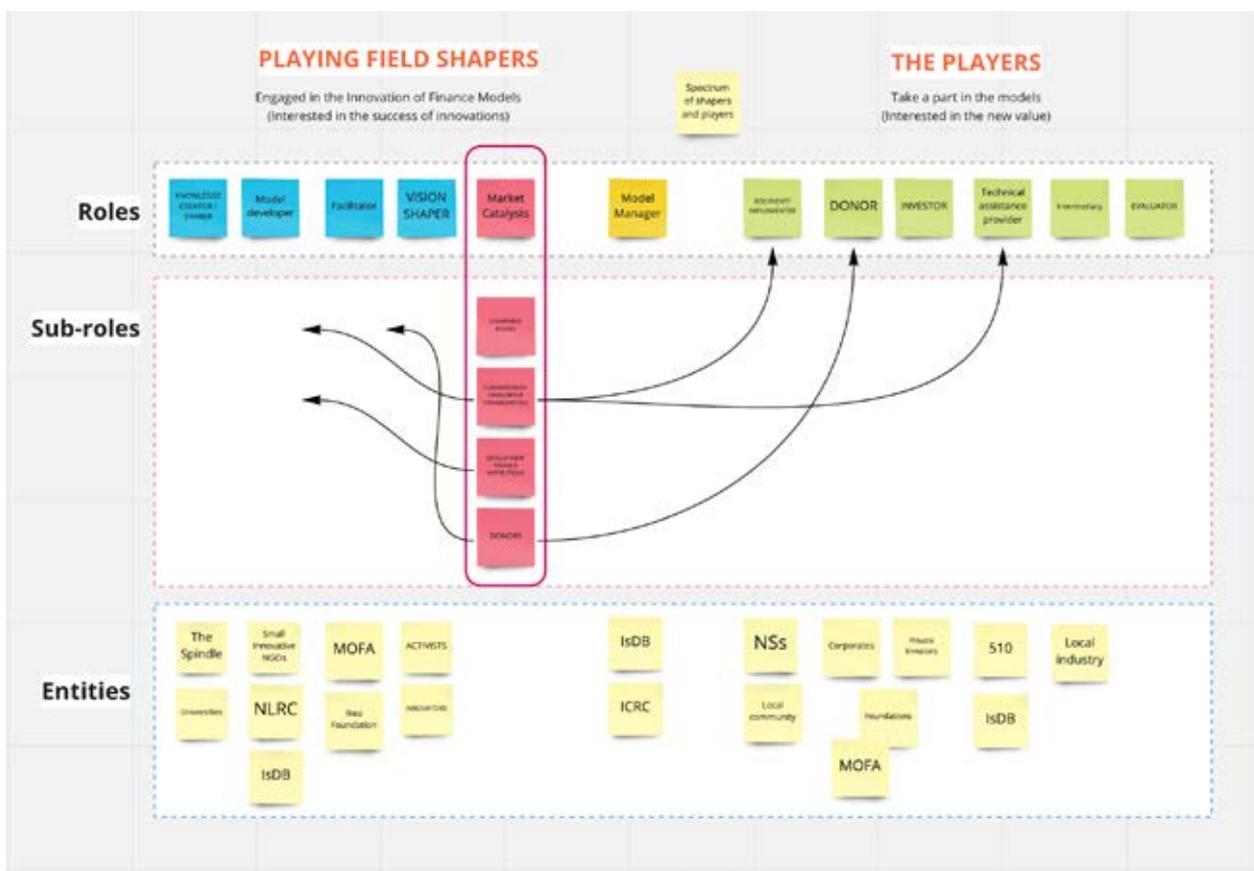


Figure 5: First iteration of ecosystem roles and overarching categories

ENTITIES

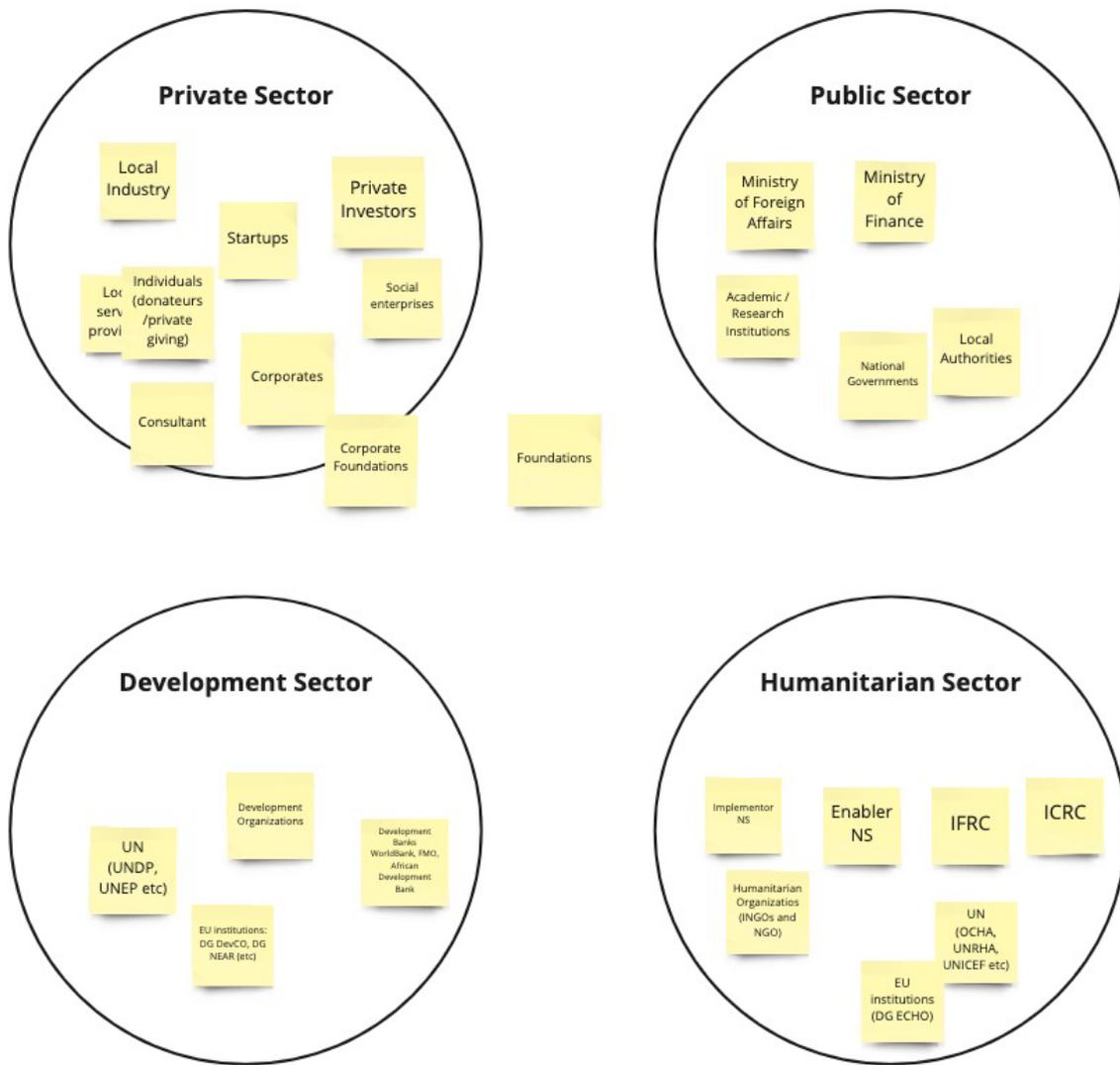


Figure 6: Identification of main sectors within the Ecosystem

ROLES

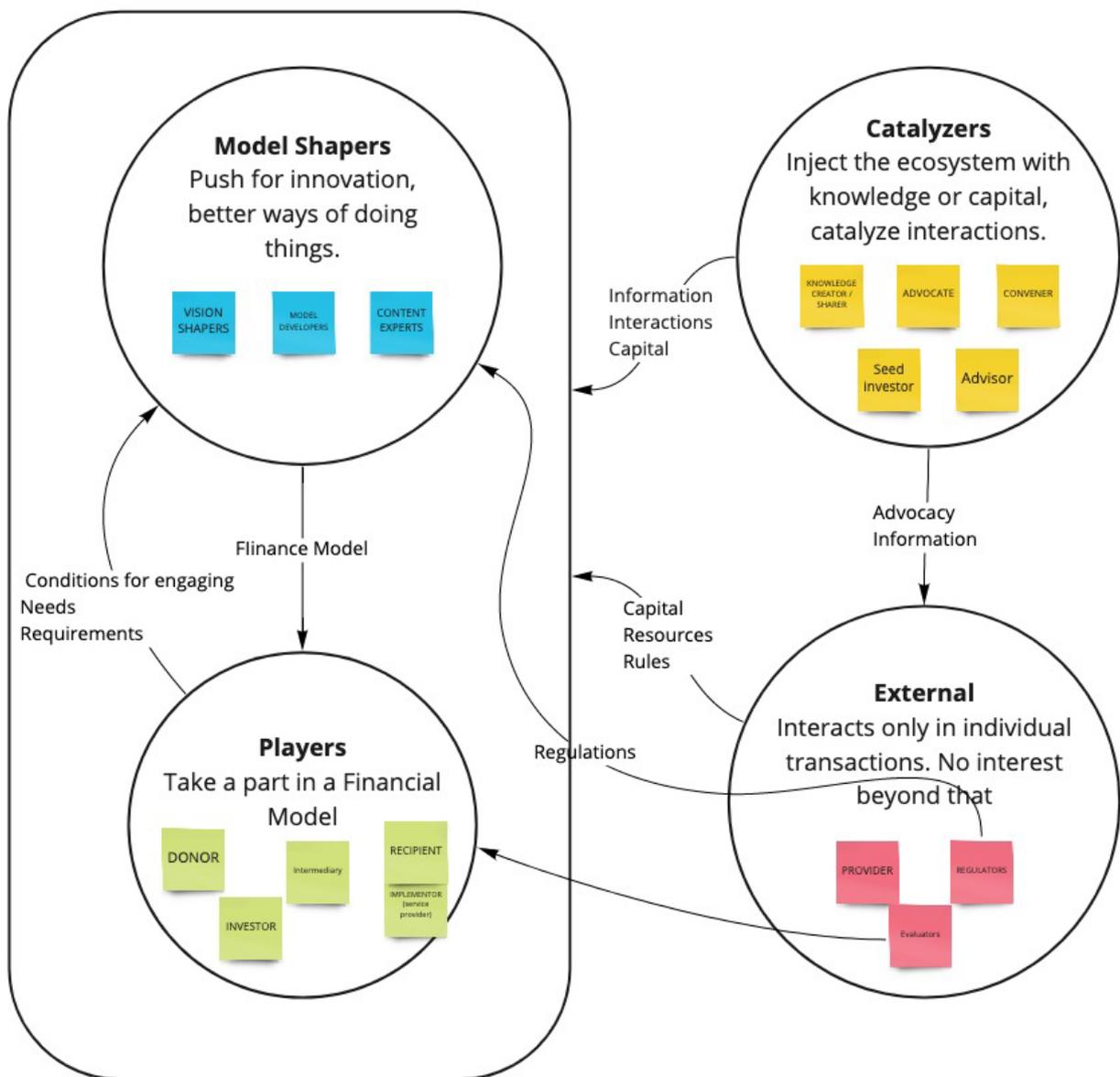


Figure 7: Identification of main transactions between ecosystem roles

Ecosystem Roles

The final result were 15 roles with specific functions, resources, motivations to engage, and concerns; and 4 categories that bundle those with similar functions.

It is important to mention that the motivations and concerns of these roles were mostly a creative exercise. Through my research I obtained insights for only a few of them, therefore a more thorough investigation is necessary to develop more solid content.

With a revised version, these roles could be used to create empathy among stakeholders or to analyse and propose transaction interventions. For example, turned into a card deck that is used within a 'play role activity'.

Model Shapers

This experienced hands-on actors merge their creativity and know-how to translate the new models they imagine into tangible opportunities. They value equally novelty and feasibility, and have the drive to show others the way.

1. Vision shaper (articulator)

- Motivation: To imagine the possibilities of the future
- Job: To guide other actors towards a vision of the future
- Offer: Clarity, inspiration.
- Needs: Freedom, open mindedness
- Concerns: That no one will be interested. Not being able to communicate it's vision.

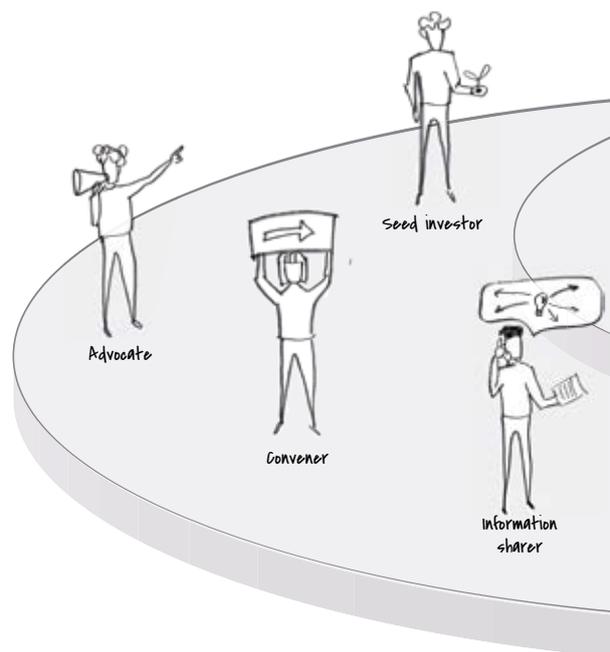
2. Model developer

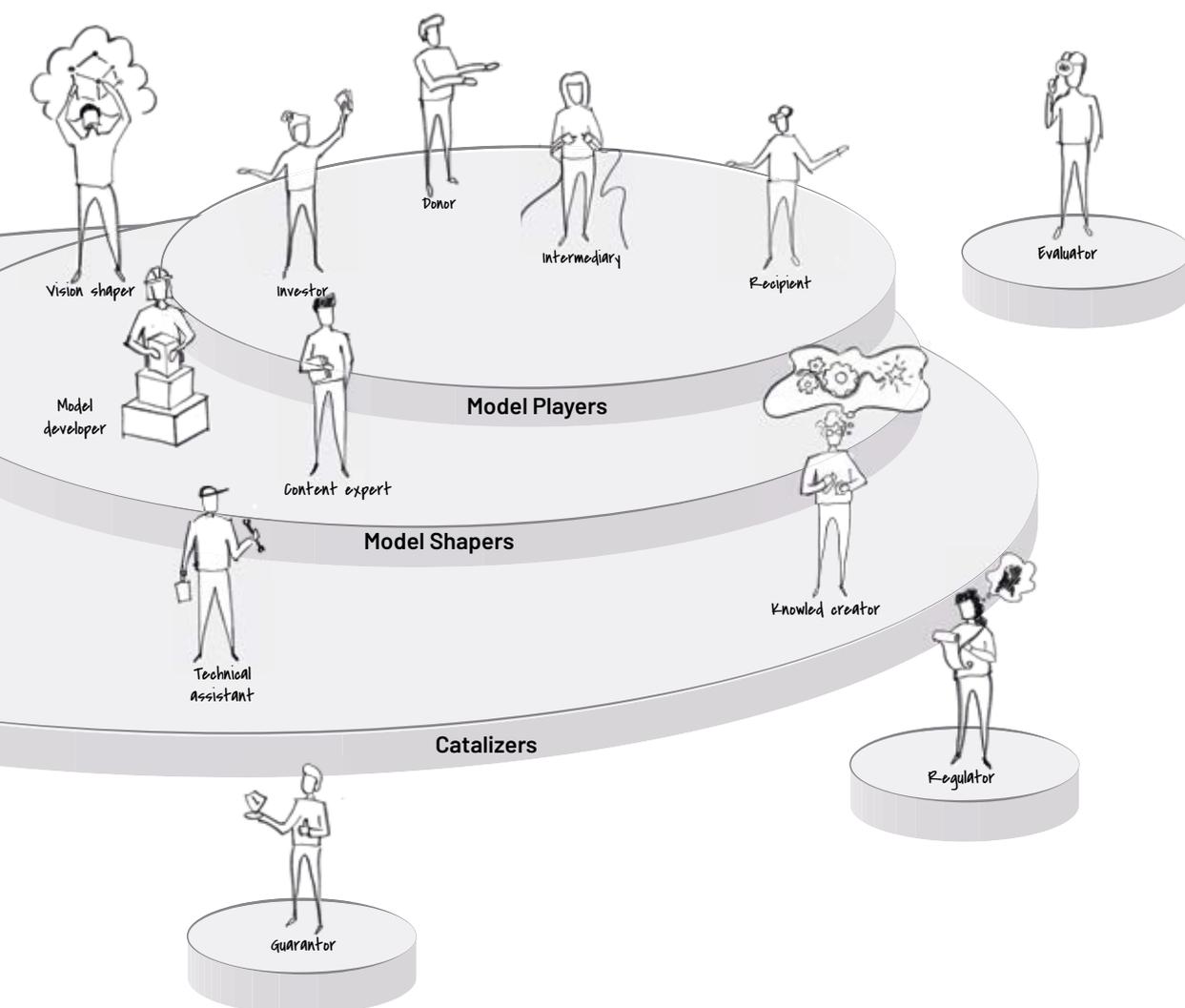
- Motivation: To translate the vision into reality
- Job: To translate the vision into a viable and feasible model
- Offer: Financial Model for Players
- Needs: Knowledge, requirements, rules.
- Concerns: Complexity of actors and

transactions, creating a desirable offer for both model players and target population.

3. Content Expert

- Motivation: To provide valuable information for developing the model
- Job: To provide insights that improve model or accelerate the developing process
- Offer: Specialized expertise
- Needs: A clear goal, to be listened to.
- Concerns: That it's area of expertise is less valuable than others. That he doesn't have the answers.





Model Players

These actors take part in the innovative financial model, bringing it into reality. They are daring early adopters motivated to lead the way and becoming an example. They value innovation and exploration over certainty. Despite their different backgrounds, they find agreements that benefit everyone.

4. Recipient

- Motivation: to achieve the biggest impact with the least resources
- Job: To lead the implementation of impact driven projects/programmes with the resources received
- Offer: Benefits for vulnerable population, brand associations with

altruistic efforts.

- Needs: resources, trust, local access
- Concerns: reporting, setbacks during implementation

5. Donor

- Motivation: to support a cause
- Job: provide resources to the most promising impact efforts
- Offer: Capital, workshop, knowledge
- Needs: Proposal compatible with it's values and interests, proof of impact.
- Concerns: Proof they were well spent

6. Investor

- Motivation: to fuel a cause and continue in the future

- Job: It provides resources with the prospective of getting a return on investment
- Offer: Capital
- Needs: Proposal compatible with it's values and interests, proof of impact.
- Concerns: Certainty of ROI

7. Intermediary

- Motivation: To have impact beyond it's possibilities
- Job: To serve as a bridge for resources between actors
- Offer: network, convener power

Catalizers

With specialized capabilities and resources, these actors infuse the ecosystem with knowledge, accelerate interactions, and provide funds that fuel the innovation processes. Although their role is secondary, they have their hearts and efforts in realizing the vision.

Knowledge creator

- Motivation: To find new knowledge to move forward
- Job: To discover valuable information for achieving the common goal
- Offer: New knowledge
- Needs: To know the gaps, time and space to explore.
- Concerns: That it's discoveries are not useful, that knowledge won't reach the space where it's needed.

Information sharer

- Motivation: Inform and inspire other actors
- Job: To disseminate valuable information for achieving the common goal
- Offer: New knowledge
- Needs: Ready to communicate information
- Concerns: To reach many people. That

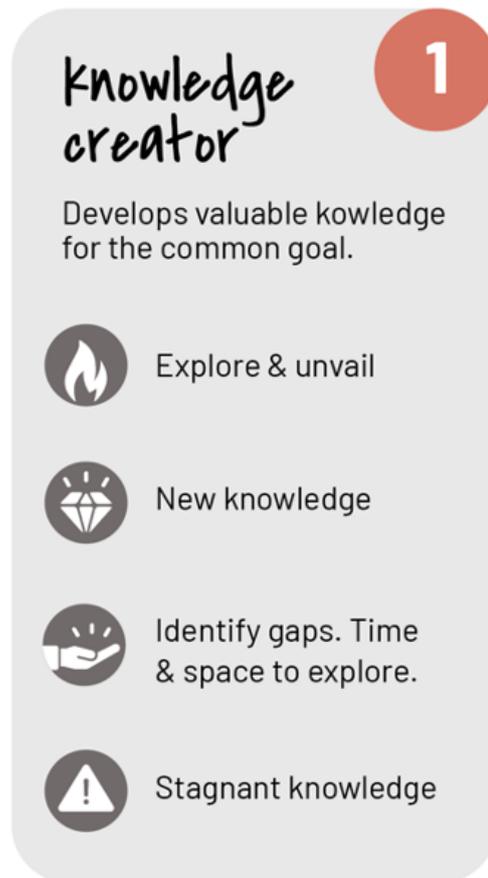


Figure 8: Example of card design for an 'Ecosystem roles card deck'.

shared information is true and usable.

Technical Assistant

- Motivation: To enable other actors to achieve their goals
- Job: To assist other actors directly with specific issues
- Offer: Specialized assistance or training
- Needs: Have a specific issue to tackle
- Concerns: That it's help is useful and appreciated

Advocate

- Motivation: To amplify the cause?
- Job: To promote the work and call for support
- Offer: Specialized assistance or training
- Needs: Have a clear message to communicate

- Concerns: That people listen to it.

Convener

- Motivation: Building relationships
- Job: To bring together actors and promote new connections
- Offer: call-out for like-minded actors, physical or virtual space.
- Needs: A stimulating and clear message / vision
- Concerns:

Seed Investor

- Motivation: To fuel innovation
- Job: To support early stages of innovation
- Offer: Seed capital, mentoring
- Needs: A promising concept backed up with an effective team
- Concerns: That money is not wasted

Guarantor / Trustee

- Motivation: Show others it's safe to try
- Job: To provide credibility
- Offer: Equity
- Needs: Commitment and good possibilities of success
- Concerns: To lose its own credibility

Evaluators and Regulators

These actors are peripheral, yet vital for providing credibility and validity to the innovation efforts. Through their participation they can facilitate or restrict the ecosystem's progress; they can open the way for legitimizing the experiments and incorporating them into the wider system.

Evaluator

- Motivation: Truthful information
- Job: To assess results unbiased
- Offer: a neutral eye, monitoring and evaluating methods
- Needs: Relevant KPIs and truthful information

Regulator

- Motivation: the well-being of the whole country
- Job: To define the limits and adapt
- Offer: regulations
- Needs: Good reasons to change
- Concerns: Stay fair and neutral

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !



family name Zentella
 initials A given name Alejandra
 student number _____
 street & no. _____
 zipcode & city _____
 country _____
 phone _____
 email _____

Your master programme (only select the options that apply to you):

IDE master(s): IPD Dfl SPD

2nd non-IDE master: _____

individual programme: - - (give date of approval)

honours programme: Honours Programme Master

specialisation / annotation: Medisign

Tech. in Sustainable Design

Entrepreneurship

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair Peter Lloyd dept. / section: PIM
 ** mentor Rebecca Price dept. / section: PIM
 2nd mentor Klaartje Docters
 organisation: Netherlands Red Cross
 city: The Hague country: Netherlands

comments
(optional)
 :
 :

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..



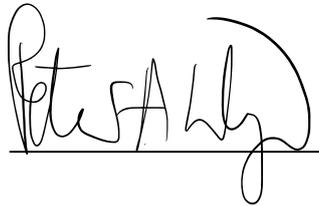
Second mentor only applies in case the assignment is hosted by an external organisation.



Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair Peter Lloyd date 7 - 2 - 2020 signature 

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC

YES all 1st year master courses passed

Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC

NO missing 1st year master courses are:

List of electives obtained before the third semester without approval of the BoE

name _____ date ____ - ____ - ____ signature _____

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: APPROVED NOT APPROVED

Procedure: APPROVED NOT APPROVED

comments

name _____ date ____ - ____ - ____ signature _____

Enhancing Funding Value Transactions at the Netherlands Red Cross project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 09 - 02 - 2020 07 - 08 - 2020 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

Since 2015, governments have been working towards achieving the Sustainable Development Goals established by the United Nations. However, according to the UNCTAD, resources are not being channelled towards the SDGs at the scale and speed required. The financing gap to achieve them in developing countries is estimated to be US\$ 2.5 – 3 trillion per year, which will have to come mostly from non-governmental sources. There is an urgency for new financing sources that complement the ongoing financial strains.

The International Federation of Red Cross and Red Crescent Societies, as the world's largest humanitarian network, is committed to collaborating towards achieving these goals. Last year they presented their new strategy for 2030 (IFRC,2019), which sets the ground for core transformations. Its main principle is “to mobilise local action to drive global change”; shifting leadership and decision-making to the most local level and allowing national structures to enhance their agency. They also express their awareness that their capability to rise to the global challenges of the coming decade will depend on their ability to mobilize resources. That is why one of their main focus is innovating the finance models.

This graduation project will be conducted in collaboration with the The Netherlands Red Cross International Assistance Cluster (NLRC), with its headquarters located in the The Hague. This capacity will sit within the Business Development & Advisory Unit and work directly with the Resource Mobilization Coordinator. A cooperation with different clusters within the Netherlands Red Cross is expected, such as Marketing & Fundraising and the Prinses Margriet Fund.

Adding to the NLRC's urgency for finding new financing sources is the decrease of public donations collected in the Netherlands (see Fig. 1). Reason why they have recently worked on developing several projects aimed to innovating in this area, such as the 121 Project; an end-to-end Cash Based Aid (CBA) system using blockchain technology (<https://www.510.global/>). However, they have found it challenging due to several limitations, that include a lack of expertise and tools to assess the viability and risks of the incipient finance and business model innovations. Put in their own words: “When opportunities come up (like OneWaSh ISDB fund or Catastrophe bond) we have no set of criteria to asses them; operational modalities are also very unclear.”

An organization such as the NLRC are pushed towards innovation slower than other high-speed industries. Their culture and organizational structure were created to perceive risks and build protocols to react quickly. In his Master thesis, Van der Veen (2018) already explored some of the NLRC limitations in their innovation funnel. He observed that elements such as their donor criteria, organisational silos and project boundaries are hampering their ability to innovate.

Favourably, a number of new financing models are emerging, growing both in terms of their market size, their operations and the way they serve those in developing countries. “These innovative finance instruments are projected to unlock private capital and help further leverage public funding to mobilize various new sources of investment for public policv. social services and development goals. while at the

space available for images / figures on next page

introduction (continued): space for images

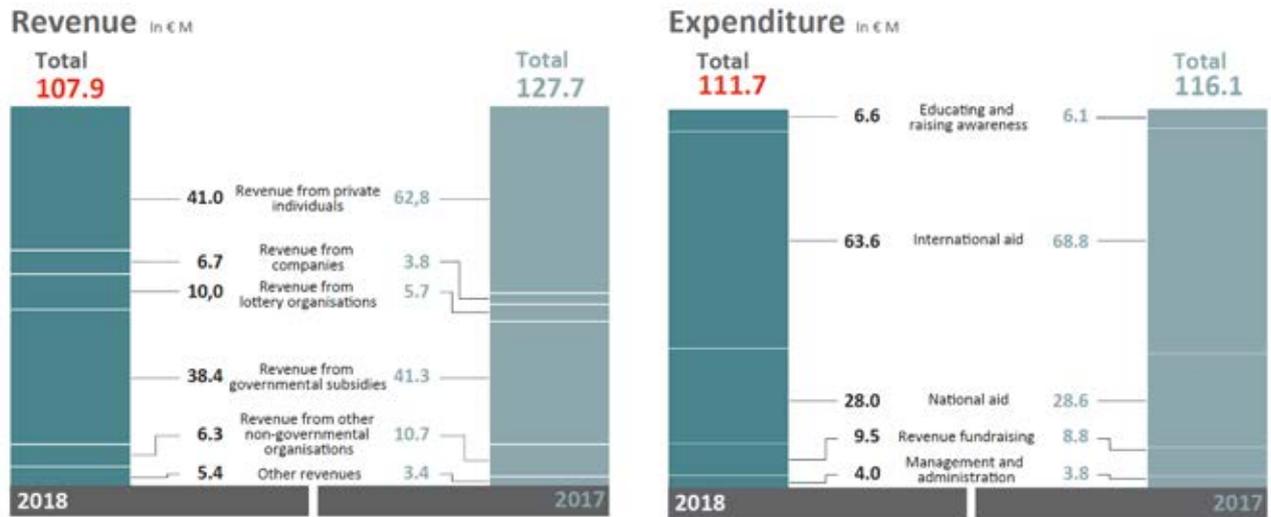


image / figure 1: Breakdown of revenue and expenditure from the Netherlands Red Cross Annual Report

image / figure 2: _____

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

The changes of the 21st century are complex and inter-related. We are seeing far greater leaps in technology, complexity, volatility, connectivity and networks than ever before. Innovation in the present world is no longer about having advantage over competitors, it's a survival mechanism. Similar to many organizations, the NLRC is bravely looking for solutions to their challenges out of their comfort zone. As they recognize in their 2030 Strategy: " New approaches are needed to drive global change. We have a responsibility to use our reach and our resources effectively. To do this we must listen, think and act differently, and be open to learning and adapting along the way" (IFRC,2019).

Adding to this urgency, the NLRC has perceived a decrease in funding over the past years. Only from 2017 to 2018, they observed a decrease of 20€million, and a reduction of 20% on the revenue from private individuals (See image xx), and government grants are more and more difficult to win.

This project will take a step back and ask some key questions before diving into solutions:

1. How is value being made and distributed? And what are the needs, risks and opportunities of all the stakeholders involved?
2. What is it about the current transactions between the NLRC and its donors that is not working?
3. How can these transactions be improved?
4. How could the NLRC improve their capabilities to address future challenges?

The resulting thesis should support the NLRC in its understanding their process for obtaining funding/financing and provide a direction for improving the dialogs with other stakeholders.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

Understand the system and value transactions of the agents involved in obtaining resources for the NLRC and design an intervention to enhance the process, aiming to increase donations.

There will be two type of results, the first one communicating the key insights of my research and solution areas, and the second one communicating my final design.

Examples of deliverables for the research phase:

- Value transaction map
- Video compiling insights form interviews
- Diagram visualizing solution areas

Examples of deliverables of design phase:

- Tangible object or game that helps understand the transaction process
- Video explaining suggested improvements
- Recommendations for further developments

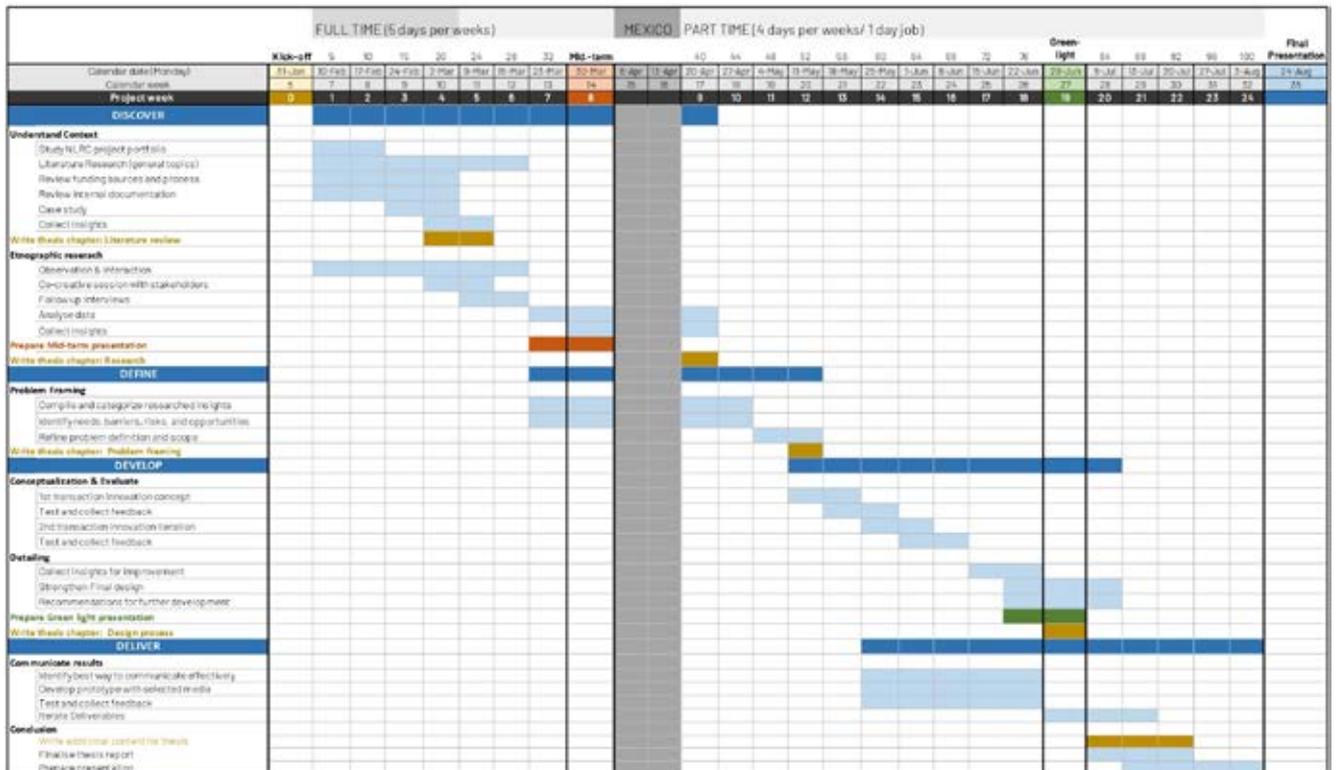
*This design project fits the focus for entrepreneurship annotation because it is linked to the strategic direction of the NLRC, it's focused on their processes, and it will entail recommendations for developing internal capabilities.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 9 - 2 - 2020

7 - 8 - 2020 end date



Given the rather open scope of the brief, I've decided to use the first half of the project for through research, and the second half to synthesize and design. Using the double diamond process as reference, four phases will take place:

1. Discover: With an ethnographic approach, understand the relations and value transactions of stakeholders, as well as the context.
2. Define problem and scope: Synthesize insights into possible directions and together with the NLRC choose one to design for.
3. Develop: Design interventions, conceptualizing and evaluating in an iterative manner. The communication approach and media will co-evolve with the concept.
4. Deliver results: Finalize deliverables, as well as thesis report and presentation.

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

I believe that this project is where it all comes together. It's time to prove to myself that I have what it takes to, not only become a strategic designer in six months, but eventually a business owner and leader. During my studies at TU Delft I've learned faster than I ever imagined and I've aquired knowledge and analytical skills that I ambioned. However, I believe that there are some more elusive skills that I still need to, if not master, at least improve:

1. The art of storytelling
2. Using empathy to drive my project and help me conect with people
3. Communication through different types of media

This is more of a self-discipline and confidence challenge, and I will use this project to discover my own way to do design, reflect on my practice, and develop my identity as a professional Strategic Designer.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.