SYSTEMIC HUMANITARIAN INNOVATION FOR TRANSFORMATION (SHIFT)

1.   THE PRIZE

The SHIFT Prize is an opportunity for Grand Challenges Canada and USAID to recognize and incentivize innovators from the Creating Hope in Conflict: A Humanitarian Grand Challenge (HGC) portfolio that **apply systems-thinking and systems-acting to their work**. The prize seeks to influence:

1. How you <u>build and cultivate a complete system</u> around your solution:[1]
   a. Does your innovation deliver value to conflict-affected people? What are all of the elements that need to be in place for your solution to deliver sustainable value over time, and how are you engaging with those components? This includes the material, social, cultural, economic, environmental, and political elements your solution needs to consider.
2. How the system you build <u>delivers more equitable value</u>:[2]
   a. How does your innovation reimagine the purpose, power, resources and relationships in the system to deliver better value and outcomes for the communities you serve?[3]

USAID will award two prizes for innovators that demonstrate the most complete systems engagement and the most compelling foundation for contributing to systems change:

<div align="center">

Grand Prize of USD $100,000
Runner-Up Prize of USD $80,000

</div>

2.   BACKGROUND

---

[1] McClure, D (2019) '<u>Innovation 3.0: Building a Creative Ecosystem to Tackle Humanitarian Aid's Most Complex Challenges</u>' Global Alliance for Humanitarian Innovation (GAHI).
[2] Leadbetter, C and Winhall, J (2020) '<u>Building Better Systems A Green Paper on System Innovation</u>' ROCKWOOL Foundation.
[3] These change elements are defined at length in <u>Annex C</u>

The problems that humanitarian innovations seek to address are complex, extending far beyond the technical design of a solution. Each solution is part of a system, and every system includes economic, political, social, cultural and environmental realities that need consideration for the innovation to work. If an innovation is going to contribute to *improving* the system, it must go beyond simply embedding within the system around it. Every design decision in your innovation is an opportunity to create positive change in the system. Where the innovation is made, how it sources materials, who it employs, and what organizations it brings together are all opportunities for that change. While no single innovation can change the system on its own, consciously thinking and working with a systems lens can make each innovation a force for change.

While many resources have gone into designing innovations for humanitarian problems, fewer resources support innovators to meaningfully engage with conflict-affected communities and other stakeholders to co-develop solutions and shape the local systems around the problem they seek to solve. Without taking a systems approach, there is a significant limit to what humanitarian innovations will be able to achieve.

3.   SOME DEFINITIONS

What do we mean by 'system'? A system is a group of interacting or interrelated elements that act according to a set of rules to form a unified whole. Like the interconnected components of a car, all of the parts that are needed to make the whole function effectively make up the system. For your innovation to function, you may need supply chains for your materials, labor to build your product, infrastructure to store it, distribution relationships to get it to people, customer feedback systems to hear from your users, training programs to build skills and shift attitudes around the use of your product or service, and more.

Within the humanitarian system, system actors you are likely to encounter include conflict-affected communities, humanitarian responders, civil society actors, local businesses, sector service providers like local health clinics or sanitation infrastructure, international humanitarian agencies and multilaterals, government actors, donor agencies and regional institutions.

Alongside systems actors, innovators may also need to also consider how elements such as geopolitical dimensions, physical geography and the existing infrastructure, cultural/society norms, conflict triggers and drivers interact with and influence the system at large.

4.   ELIGIBILITY

Innovation teams that are currently funded or have been previously funded at seed level by Creating Hope in Conflict: A Humanitarian Grand Challenge (HGC) that are 1) woman-led[4], or 2)

---

[4] A woman-led team is an innovator team whose project or organizational lead self-identifies as a woman.

locally owned[5], or 3) both woman-led and locally owned, are eligible to apply. This eligibility requirement is a response to historic under-investment in humanitarian innovators from these groups.[6]

All eligible organizations must be legally recognized entities or individuals under applicable law. Prizes will not be awarded to any individual or entity subject to targeted trade and economic sanctions administered by OFAC. Innovators that are operating in the following high risk environments will be asked to submit additional risk mitigation materials in support of their entry: *Afghanistan, Burkina Faso, Cameroon, Chad, Colombia, Iraq, Lebanon, Libya, Mali, Mozambique: Cabo Delgado Province, Niger, Nigeria, Somalia, Syria, Ukraine, Venezuela, West Bank and Gaza, Yemen*. Support with risk mitigation materials will be available to innovators in order to comply with this additional criteria.[7]

To be eligible for the prize all entries must be complete, on time, and topical. All competitors must be willing to share their experiences and learning to help establish a body of knowledge that can bring about greater awareness and action that encourages systems change via humanitarian innovation.

Upon receipt of your opt-in form, HGC team will conduct an eligibility screen of your opt-in form and will notify eligible teams to commence their efforts drafting the systems narrative and then shifting the systems in which they operate.

5.   COMPETITION STRUCTURE AND PROCESS

The SHIFT Prize is an outcomes-based cash award prize, whose winners will be selected based on an assessment of real results produced over and attributable to the period of the prize *(see Section 7 and 8 below)*.

Recognizing the long-time horizon required for systems work, any efforts that began during your HGC funding period and are ongoing during the period of the prize will also be eligible for assessment. However, we will look for evidence that the prize inspired you to exceed the systems change that you would have otherwise achieved during the period of your HGC funding. The Prize is a one-time, unrestricted cash award that does not require ongoing activities or reporting after the award, although we welcome winners to stay in touch about their progress as their work evolves over time.

---

[5] A locally owned innovation is defined as an innovator team whose leadership and governance teams are comprised of a majority of individuals who self-identify as being part of the conflict-affected community they are reaching and who are based in or around the conflict-affected region.
[6] Humanitarian Grand Challenge (2021) Political and Social Barriers to Scaling Humanitarian Innovation
[7] You must assess the organizational risk(s) of fraud, waste, abuse, and other misuses of resources associated with your proposed activity and location(s). A Risk Assessment and Management Plan identifies potential risks and details how you will reduce and manage such risks. Learn more here.

Two prizes, USD $100,000 and $80,000 respectively, will be distributed to a grand prize and runner-up winner. USAID reserves the right to adjust the number of prizes and the value of individual prizes.

Systems are complex, and will look different for every innovation. For this reason, the SHIFT prize will use a highly qualitative approach to understand the unique elements of how innovators are engaging with and influencing the system in each context. Innovators will ask key stakeholders of their choosing to share a story of the most significant change they have experienced as a result of the initiative, and will submit three of the stories to inform the evaluation.

All potential applicants will be invited to attend a one-hour informational webinar the week before the prize call officially launches. Following the launch of the call, applicants who opt-in to the prize call will also be invited to attend a one-hour kick-off webinar that will provide an overview of the Systems Change Stories methodology. During the prize period, a series of virtual "drop-in office hours" will be available so applicants can choose to participate in technical support related to a) developing a risk mitigation plan (if required), b) developing an initial system narrative, and c) developing/compiling most significant change stories from stakeholders and final system narrative. *See Section 9 for evaluation details.*

An overview of the anticipated competition timeline is provided in Table 1. *Reference materials and templates are available in* this annex document.

Table 1: SHIFT Prize Timeline

Date	Activity
July 27th, 2022	Informational webinar offered for interested innovators *this will be recorded for those that cannot attend in person*
July 29th 2022	SHIFT Prize is launched on HGC website
August 14th 2022	Deadline to submit SHIFT Prize Opt-In document in Annex A
August 15th - 19th 2022	Eligibility screening. Competitors will be notified of their eligibility.
TBD - during the week of August 22nd 2022	Eligible applicants will be invited to attend a kick-off webinar on the Systems Change Stories evaluation methodology with SHIFT competitors
September 14th 2022	Deadline to submit an initial systems narrative (*sample prompt questions are included in* **Annex B,** *technical support is available*)
September 2022 - January 2022	Ongoing (optional) technical support - virtual "drop-in office hours"-provided to SHIFT competitors by innovator request

January 15th, 2023	Deadline to submit Most Significant Change stories, along with a final system narrative and supplemental supporting documentation
Jan/Feb 2023	Panel evaluation and winner selection
Late February 2023	SHIFT Prize Winners announced
March - April 2023	SHIFT Prize Award disbursed (expected)

6.   SUBMISSION OF INTENT TO PARTICIPATE AND DOCUMENTATION

Eligible HGC innovators elect whether they would like to be considered for the SHIFT Prize by submitting the one-page "SHIFT Prize Opt-In" form by **05:00 PM Eastern Time, Sunday August 14th 2022** via email at info@humanitariangrandchallenge.org.

HGC is open to competitors forming partnerships, but wants to ensure they are relevant and appropriate--rather than simply for partnership's sake. Only eligible HGC innovators may form partnerships with each other to compete in the prize. A lead partner should be designated. The lead organization is responsible for applying and determining how the prize award may be allocated across the partners.

Participants must respond to all of the questions on the Opt-In form to be considered. The HGC team will notify participants via email within one week to confirm that their SHIFT Prize Opt-In form has been received. For questions, please contact info@humanitariangrandchallenge.org. Questions will be answered on a rolling basis and shared via a publicly available Google doc linked HERE.

7.   PRIZE PERIOD

All activities and results eligible to be counted towards the SHIFT Prize must have occurred during your HGC funding period, with ongoing impacts or results during the prize performance period of **August 15th 2022 to January 15th 2023**. This is the prize period. USAID reserves the right to make the final determination if an activity or result occurred during the prize period. There is no guarantee that competitors will win an award. **As such, please budget and undertake only those activities that are in your organization's interest and that your organization is capable of sustaining.**

8.   PRIZE CRITERIA

What is required to opt-in to compete in the prize competition?

To opt-in to the SHIFT Prize, participants will be asked to submit:

1. By August 14th 2022: "SHIFT Prize Opt-in" form with basic data, included as **Annex A**.
2. By September 14th 2022: One month after opting-in, applicants will provide an Initial System Narrative, which is an initial description of the system they are working within to solve a humanitarian grand challenge (*sample prompt questions are included in **Annex B***).The required information will provide important detail for the panelists to understand the context of the innovation and the nuance and complexity of the system that it is seeking to change. Technical support is available to complete the initial system narrative *(maximum 1-2 pages **or** 3-5 minute video).*

What am I required to submit at the end of the prize period?

1. By January 15, 2023: A final system narrative that describes how you worked to connect all of the components your innovation needs to operate, and did so in a way to contribute to or influence systems change during the prize period *(maximum 1-2 pages **or** 3-5 minute video)*
2. By January 15, 2023: Three stories collected from any stakeholders of your choosing that illustrate the most significant change that your innovation has given rise to. Stories can be submitted in either narrative or video formats and may be submitted in any language format. *(Each story should not exceed 500 words - roughly one page or less - **or** 2-3 minute video).*

What are judges looking for when evaluating your entry?

The judges will consider the following three questions when they evaluate your achievements during the HGC-funding and prize period:

- **Do you understand the system you are working in?**
  - *This includes understanding the roots and complexities of the problem, the different actors in the system, what motivates them, and how your innovation fits into the bigger picture.*
- **Is your innovation complete?** (e.g. does it have everything - or are you working towards having everything - that it needs to function)
  - *Does your innovation work? Does it deliver its intended value?*
  - *Does it have all of the elements it needs to work in the context in a sustainable way? This may include the materials, human capital, infrastructure, regulations, behaviors and attitudes of people, technology, connectivity, and all other elements it needs to function.*
- **Is your innovation making positive changes or progress within the system?**
  - *How does your innovation design make a difference to who has power, who has resources, and what kinds of relationships are built? What is the purpose of your solution, and how does its purpose relate to systems change?*

Some elements of positive systems change that innovators may want to consider showcasing are those that shift the purpose, power, resources, or relationships within the system in which they operate. *Refer to Annex C for more detail on systems change framework reference materials.*

Some prompt questions to consider when drafting your a) initial system narrative, b) selecting and editing your Most Significant Change stories and c) drafting your final system narrative:

1. How is your innovation influencing changes toward a **purpose** around which further activity can be organized?
   a. *For example, a health system that is designed to promote well-being operates very differently than a health system that is designed to treat illness*
2. How is your innovation influencing changes in the **power** dynamics that determine how resources flow, how priorities are determined,who matters and what is counted as a good outcome?
   a. *For example, an innovation that has its users on its advisory board models a different power structure than one that has investors on the board.*
3. How is your innovation influencing changes in how **resources** are unlocked or distributed? Resources can include financial capital in addition to social capital, physical infrastructure, knowledge capital like learning, or technology.
   a. *For example, an innovation that trains local technicians to maintain its technology rather than hiring a support firm from the capital city is distributing new resources locally*
   b. If applicable, in your answer, please consider how this may concern natural resources related to climate and environmental stewardship.
4. How is your innovation influencing changes or new patterns in **relationships**?
   a. *For example, an innovation that convenes related service providers who have not worked together before to provide a better service experience for affected people is changing relationships in support of better outcomes.*

As you formulate your answers and select stakeholders for stories, we encourage you to include content that discusses how women, girls, and gender-nonconforming people experience an improved system as a result of your innovation. Stakeholders are further encouraged to address how the system may have become more or less equitable for those with other intersectional and marginalized identities (i.e. gender and sexual minorities, children, Indigenous persons, people with disabilities, landless, stateless, informal or precarious immigration status, displaced, or lower caste populations). Consider:

5. *How are you mindful of the ways that women, girls, and gender-nonconforming people experience the system and your innovation differently and how do you address those differences? How are you aware of how other intersectional and marginalized identities (gender and sexual minorities, children, Indigenous persons, people with disabilities, landless, informal, displaced, or lower caste populations) experience the system and how do you approach disparities in power, resources, relationships?*

6. *How will you confirm that activities under this prize do not cause any negative environmental or climate-related impacts and that your organization and entry adheres to existing protocols for environmental protection, and address any potential climate risks or opportunities to support climate resilience?*

9.   EVALUATION APPROACH

The SHIFT Prize will use a Systems Storytelling evaluation methodology, informed by the Most Significant Change approach, to enable innovators and their stakeholders to describe the system changes or influences they have achieved or are building towards. For more information on this methodology, refer to this guidebook, and this webinar.

Throughout the prize period, Innovators will collect stories from any stakeholders of their choosing that illustrate the most significant change from that person's perspective. From the collected stories, innovators will select three to submit to the SHIFT selection panel at the end of the prize period, in addition to the innovator's final system narrative of how their work is influencing systems. The final system narrative can be delivered either in writing or through a recorded video if preferred. Participants submitting videos will receive support to access a private YouTube channel or a private link to upload their videos. When submitting a video, please ensure that you are taking appropriate safety measures. Please do not submit anything that may compromise your safety and security.

Supporting documentation and relevant data/numbers that provide evidence of positive changes or influences discussed in the stories should be submitted as well, to the extent possible. Examples of supporting documentation could include things like: a press article about a new regulation being signed, training reports related to new knowledge capital, employment data for people who entered the workforce, or user testimonials for affected communities engaged in the design process. Submitted numbers or data would show the scope of the change - for example, if there is a story from someone who gained employment through the innovation, then the quantitative data would show how many people total gained employment. Whenever possible, all data should be gender-disaggregated. There is a limit of three supporting documents or data sources per entry, so we encourage you to select those that demonstrate the most significant impact.

The winners of the SHIFT Prize will be selected based on the depth of the systems understanding and engagement, and the scope and significance of the changes described in the stories and confirmed by supporting documentation.

USAID reserves the right to make the final determination if accomplishments and related evidence are relevant to a given criteria. USAID may conduct interviews to verify information, at its discretion. USAID may use information from USAID or third parties beyond what is submitted by participants to assess and verify submitted results. A panel of internal and external judges with relevant lived and technical experience will assess the results and make a final determination against the stated criteria.

10. SUBMISSION OF RESULTS

All information to be assessed for the SHIFT Prize must be submitted via email to info@humanitariangrandchallenge.org no later than 05:00 PM EasternTime on Sunday, January 15th 2023. This includes the three selected stories of change following the template in **Annex D**, documents for verification of the stories, and the innovator's final system narrative that outlines the systems work achieved. USAID is not responsible for lost, late, stolen, misdirected, illegible, incorrect, or incomplete submitted documentation.

A note for HGC Seed grantees seeking consideration for TTS graduation funding:
Although participation in this prize call is not required, nor is it an official element of evaluation for HGC TTS funding consideration, any work submitted through this prize call may be reviewed by the HGC investment team and used to inform future investment decisions.

11. WINNER SELECTION

USAID has absolute and sole discretion to decide the winners of the SHIFT Prize. USAID reserves the right to:
- Adjust the evaluation methodology to better suit the evolution of the challenge, at any stage.
- Alter the number of prize awards and their value.
- Pose clarifying questions to participants or ask for additional information at any time.
- Remove a participant from award consideration if the competitor is deemed ineligible.

The Creating Hope in Conflict: A Humanitarian Grand Challenge team (i.e the Challenge Implementation Team) will not be part of the winner selection process for the SHIFT Prize. USAID will notify all participants whether or not they have been selected for the Prize no later than March 2023.

12. CONFIDENTIALITY AND INTELLECTUAL PROPERTY

USAID will not acquire any intellectual property rights due to this prize, beyond USAID receiving permission to use certain information received from the Prize Winners as described below.

USAID reserves the right to make public the following information for winners of the SHIFT Prize: information about prize winners that is already public, including solution title, brief summary statement, primary Challenge issue and problem area addressed, stage of innovation, organization (or individual name), and country of incorporation (or individual country of residence), as well as overall results in any competition criteria, as USAID desires. However, all other materials submitted by the participant will not be made public or shared with other participants without the participant's permission. It is the obligation of the competitor to secure the appropriate informed consent for any data or materials and to secure those data and materials appropriately.

13. WAIVER OF LIABILITY

By choosing to participate in the SHIFT Prize competition, participants hereby release USAID and the implementers of the SHIFT Prize, as well as all of their employees, from any and all liability, loss, harm, damage, cost, expense, or claims, including third party claims, associated with participants' participation in the SHIFT Prize competition. By choosing to participate in the SHIFT Prize competition, participants waive the right to challenge the outcome and agree to be bound by the determinations of the SHIFT Prize judges and USAID.

14. PRIZE DISBURSEMENT

Winners of the SHIFT Prize are required to perform actions as required by USAID before being awarded a prize, including submitting anti-terrorist financing certification and submitting to checks to ensure they have not been debarred, suspended, or proposed for debarment.

Winners must submit this information along with bank account information within one week of notification of award. Prize awards will be paid in U.S. dollars to the bank account provided by the winner. Awards do not signal an ongoing relationship with USAID and do not require any additional activities or reporting by winners after disbursement of the prize.

<div align="center">

***

GOOD LUCK!

</div>

ANNEX A: SHIFT PRIZE OPT-IN FORM

In order to be eligible for the SHIFT Prize, you must submit this form via email to info@humanitariangrandchallenge.org by **Sunday August 14th 2022 at 05:00 PM Eastern Daylight Time (EDT).** Please refer to the Prize Call document for further explanation of the required information.

By submitting this form, you certify the following:
- I have the authority to submit this entry form on behalf of my organization.
- I will provide the required information in an accurate and truthful manner.
- I accept the Terms & Conditions and Eligibility requirements as outlined above.
- I will participate in potential interviews and/or site visits during the verification process as requested by USAID.

Organization Name :

_____

Organization POC Name:

_____

Organization POC Title:

_____

Email Address: _____   Phone Number:

_____

Signature:

_____

   1. What language(s) will you submit your stakeholder stories in?:_____

2. How do you prefer to communicate your final system narrative? *We will do our best to accommodate your preferred submission choice, translation resources allowing.*

☐ Writing, in English   ☐ Writing, in the following language_____
☐ Video, in English   ☐ Video, in the following language_____

3. Please tell us about how your organization meets the eligibility criteria of a women-led and/or locally-owned team.

4. Are you implementing your solution in any of the following countries?: *Afghanistan, Burkina Faso, Cameroon, Chad, Colombia, Iraq, Lebanon, Libya, Mali, Mozambique: Cabo Delgado Province, Niger, Nigeria, Somalia, Syria, Ukraine, Venezuela, West Bank and Gaza, Yemen*

☐ No   ☐ Yes, and I **have** a risk mitigation plan[8]   ☐ Yes, and I **don't have** a risk mitigation plan

5. USAID will be available to provide technical support during the prize call period. Which of the following areas, if any, would you like technical support?

☐ Initial or Final System Narratives   ☐ Stakeholder Stories   ☐ Risk Mitigation plan *(if answered 'yes' above)*

ANNEX B: SYSTEMS NARRATIVE PROMPT QUESTIONS

☐ **Initial System Narrative** (*maximum of 2 pages or 3-5 minute video*)

deadline to submit: September 15th 2022

- Describe the problem your innovation is trying to solve and its relationship to the broader 'system' it is part of *(i.e. it could be the health, energy, humanitarian or other system).* What causes the problem? What makes it hard to solve? What actors are involved within the problem space? How do women, girls, and people with other marginalized identities experience the problem? *Depending on your context, you may consider gender and sexual minorities, children, Indigenous persons, people with disabilities, landless, informal, displaced, and/or lower caste populations.*

- Describe your innovation, and its role within the problem space you described above. Does it contribute towards solving the problem? How do you know? Is anything missing?

- What elements need to be in place for your innovation to work? *Think about manufacturing, maintenance, supply chain, labor, behavioral norms, attitudes, practices,*

---

[8] You must demonstrate that you have assessed the organizational risk(s) of fraud, waste, abuse, and other misuses of resources associated with your proposed activity and location(s). A Risk Assessment and Management Plan identifies potential risks and details how you will reduce and manage such risks. More information is available here.

infrastructure, technology, laws, community buy-in, labor, end user skills - what is needed to make your innovation 'work'?

- What relevant system stakeholders have you not yet engaged (or fully engaged) in your work? What positive changes, influence or value could they bring?

- How does your innovation use natural resources and what environmental or climate-related impacts do you anticipate as a result of your innovation and its role in the system? *Think about both positive and negative potential impacts – how might your innovation support environmental protection or climate resilience and how do you plan to mitigate any negative environmental or climate-related impacts of your innovation?*

☐ **Final System Narrative** (*maximum of 2 pages or 3-5 minute video*)

deadline to submit: January 15th 2023

- Describe your work over the last five months (i.e. the prize period) that has contributed towards the objectives of this prize:

    - What have you done to build more supportive systems around your innovation to make it work? *You might think about manufacturing, maintenance, supply chain, labor, behavioral norms, attitudes, practices, infrastructure, technology, laws, community buy-in, labor, and/ or end user skills that you've strengthened or supported to help your innovation succeed.*

    - How did your design choices create positive changes, influence or value, thinking specifically about how those changes impact purpose, power, resources and relationships in the system as described in **Annex C?** What changes did you observe and why do those changes matter?

    - How did your work account for the experiences of women, girls, gender non-conforming people and others with marginalized identities in the context where you work?

ANNEX C: SYSTEMS CHANGE FRAMEWORK REFERENCE MATERIAL

The following framework is taken directly from <u>Building Better Systems: an introduction to systems innovation</u> by authors Jennie Winhall and Charles Leadbeater, and is intended to illustrate potential areas of change to highlight. If important changes occur outside of these domains, they should be included as well. Think about showcasing examples of:

1. **<u>Changes in Purpose.</u>** The most powerful way to shift a system is to change what it is for, the philosophy underpinning it and therefore what its purpose is. System innovators shift systems by developing solutions based on this very different operating philosophy that demonstrate a new system purpose, around which further activity can be organized.

The purpose should provide the point around which people, activities and resources are organized. Creating a new system invariably involves framing a new purpose. *For example, a healthcare system that is designed to promote wellbeing looks very different from a healthcare system that is designed to treat illness.*

2. **Changes in Power.** It is almost impossible to shift the purpose of a system unless there is also a shift in who has the power to determine how resources flow, what takes priority, who matters and what is counted as a good outcome. Power can be both hard and soft; embedded in culture and observable in explicit instructions; for good and for bad, for public benefit and private gain. System innovators develop solutions that challenge and change the distribution of power within a system. One sign that a system is shifting is the emergence of conflict over priorities, business models, resources, working practices and hierarchies. Soft power, hidden in culture, is brought into the open through these pressures. *For example, an innovation that has its users on the board models a different power structure than one that has investors on the board.*

3. **Changes in Resources.** A system only shifts when the resources flowing through it change in a fundamental way. The resources available to a system include not just money and technologies but knowledge and reputation. Systems innovators find new ways to unlock and mobilize resources, inside and outside the system to create better outcomes. Resources go beyond money, and can include:
   - physical capital (new services, or infrastructure, or natural resources)
     - *E.g. opening a health clinic in a new area would create physical infrastructure*
   - human capital (new capacities and skills)
     - *E.g. training local midwives in emergency first aid would build human capital*
   - social capital (increased trust, collaboration, or reputation)
     - *E.g. creating an affected community advisory for an OCHA cluster transfers social capital*
   - intellectual capital (new knowledge and learning)
     - *E.g. documenting Indigenous flood response practices would create knowledge capital*

4. **Changes in Relationships.** A system is a collection of parts which come together repeatedly to achieve an outcome, a constellation rather than individual points of light. Each part on its own has limited significance; it is when they are brought together that they form a system. The way they are brought together - the pattern to the relationships - gives the system its character. A system shifting venture usually forms new patterns to these relationships: new systems are usually new social models. New systems emerge when actors are brought together in new patterns of relationships: centralized might become decentralized; indirect becomes direct; consumers become participants and producers as well; systems with rigid hierarchical structures become more fluid, networked and cooperative.

ANNEX D: STAKEHOLDER STORY COLLECTION TEMPLATE

Innovation Name:

Innovation Description:

Story #___ of 3

Name of Storyteller:_____

Name of person recording story: _____

Location:_____   Date:_____

Questions

1. Tell me how you (the storyteller) first became involved with this initiative and what your current involvement is:

2. From your point of view, describe a story that you think demonstrates **the most significant change** that has resulted from this initiative?

3. Why was this story significant for you?

4. **FOR THE INNOVATOR**: Why did you choose this story to submit to the panel?