

## Introduction

The humanitarian sector must adapt and evolve to cope with the scale and nature of the humanitarian crises of today. H2H is a vibrant network of humanitarian entrepreneurs, who day by day are engineering new solutions and services that enable the humanitarian sector to perform better. H2H means ‘Humanitarian to Humanitarian’, a term inspired by the ‘Business to Business’ (B2B) concept in the private sector.

## What is the H2H network?

The H2H network provides products and services to other humanitarian organisations. There are at least 70 H2H initiatives in Europe and North America alone. They pursue different goals and come in different shapes and sizes, but they are united by a powerful common purpose – to enable the humanitarian sector to efficiently and effectively assist and protect people affected by disasters.

H2H organisations work with standard setting, capacity building, data gathering and information management, communicating with communities, research and learning, as well as security, logistics and standby capacity.

Individual H2H organisations are focused and efficient.

- Over 70% have fewer than 20 core staff
- Some 25% have an annual budget less than USD 250,000
- None have an annual budget larger than USD 10 million
- Funding sources are varied, although UKAID supports over half of the initiatives surveyed

## How did the H2H network originate?

The first H2H organisations came into existence after the large and controversial response to the humanitarian crisis following the Rwanda genocide. They were primarily ‘quality and accountability’ initiatives such as the Sphere Project, ALNAP, People in Aid and HAP International and aimed to fill gaps in the system. It is this idea of filling gaps and pushing for progress on key issues that links subsequent H2H organisations.

Over 35 H2H initiatives met in early 2016 and agreed to form an H2H Network. They are an integral part of the evolving humanitarian ecosystem and play a pivotal role in bringing about change and enabling the humanitarian sector to work more effectively.

## How are H2H organisations funded?

The Governments of Australia, Belgium, Sweden, Switzerland, UK, US, and the European Union have all funded at least one H2H initiative in the last 3 years. The largest donor is UKAID, which supports over half of the known H2H network. Funding also comes from UN agencies, private donors and membership fees.

## How are H2H organisations making a difference?

H2H organisations have driven major changes in the humanitarian sector through five main strategies:

- 1 Creating an enabling environment** by working with lessons, tools, systems and standards that help the wider system to adopt proven methodologies.
- 2 Innovating and providing thought leadership** by quickly piloting and adapting new ideas and taking them to scale.
- 3 Developing capacity** by strengthening the skills of individuals and institutions through training, technical assistance and secondments of specialised staff.
- 4 Promoting collaboration** by creating and fostering linkages within and outside the humanitarian sector.
- 5 Providing operational services** to facilitate an efficient and effective humanitarian response.

## So, what are we asking you to do?

Create the H2H network with us.

We believe that together we are stronger. As H2H organisations, we are strengthening our network and finding new and innovative ways of working. We are looking for new partnerships to maximise the impact of our work and to help shape the network.

Speak to us. What do we need to do to make the biggest impact? How would you like to collaborate with us? What should be our next steps?

If you have thoughts, suggestions, criticism or even fears, join the debate on [www.h2hworks.org](http://www.h2hworks.org)

Get in touch and let's discover what we can do together.

**H2H**  
Catalysts for Change

Humanitarian skunkworks – let's get radical!  
Find out more and join the discussion on [www.h2hworks.org](http://www.h2hworks.org)

We're positive deviants – are you in?  
Find out more and join the discussion on [www.h2hworks.org](http://www.h2hworks.org)

Join our network of humanitarian crafts(wo)men – innovate with us.  
Find out more and join the discussion on [www.h2hworks.org](http://www.h2hworks.org)

We fail fast and succeed faster. Tap into the energy.  
Find out more and join the discussion on [www.h2hworks.org](http://www.h2hworks.org)

We need superconductors of change. Plug yourselves in.  
Find out more and join the discussion on [www.h2hworks.org](http://www.h2hworks.org)

Join us!  
Find out more and join the discussion on [www.h2hworks.org](http://www.h2hworks.org)

- ACAPS
- Bioforce Institute
- CANADEM
- CartONG
- Cash Learning Partnership (CaLP)
- CDAC Network
- Centre for Humanitarian Leadership
- Digital Humanitarian Network
- Geneva Learning Foundation
- Ground Truth Solutions
- Humanitarian Innovation Fund (HIF)
- Humanitarian OpenStreetMap Team
- HumanSurge
- IMPACT Initiatives
- Insecurity Insight – Aid in Danger
- Inter-Agency Network for Education in Emergencies (INEE)
- IRIN
- Joint IDP Profiling Service (JIPS)
- Livestock Emergency Guidelines and Standards (LEGS) Project
- MapAction
- REACH
- RedR UK
- SIMLab
- Standby Task Force
- Statistics Without Borders
- The Sphere Project
- Translators without Borders



**CartONG UNHCR** started using mobile data collection (MDC) for nutrition surveys following the success of a pilot in Kenya. Users in the field find it easy to use and there are undeniable advantages to having data immediately available for analysis. Advances in the use of MDC mean that countries are becoming more autonomous. "The collaboration with CartONG on rolling out the MDC strategy in nutrition surveys has been crucial in bringing this project to fruition and we will continue to improve and expand." Caroline Wilkinson, Senior Nutrition Officer, UNHCR HQ, Geneva, May 2016

**INEE** "We developed the INEE Toolkit to support the work of education practitioners in emergency settings by providing them with a wide variety of practical, accessible tools. The INEE Toolkit now features over 3,000 resources, has been accessed from 190 countries, and receives over a thousand document downloads annually."

**The Sphere Project** is a voluntary initiative that brings together a wide range of humanitarian agencies. The Sphere Handbook contains universally recognised common principles and minimum standards to improve the quality of humanitarian work and accountability to affected populations. Sphere provides freely downloadable copies of the Handbook in more than 27 languages, practical guidance and training materials.

**CaLP** is the most representative body working towards the same goal in Cash Transfer Programming (CTP). Formed of a community of practice which includes over 40 members and up to 5,000 individuals in the wider humanitarian sector, CaLP is a global leader in catalysing progressive change in policy and practice on CTP. CaLP holds the world's largest resource library on cash transfer related materials and facilitates Capacity Building; Research, Evidence and Learning; Collaboration and Operational Partnerships and Advocacy on CTP globally and regionally.

## 1 Creating an enabling environment

**ACAPS** In 2013 ACAPS facilitated a Joint Rapid Assessment in Northern Syria (JRANS) – the first comprehensive assessment in opposition held territory. The assessment contributed towards a shift in the overall narrative of the Syrians crisis to focus on the needs both in government and opposition held territory, enabling a scale up in the cross border operations from Turkey. Over the next two years ACAPS continued to carry out analysis of the Syrian crisis, providing a much needed holistic and independent perspective on the impact of the crisis.

**Standby Task Force** "We collected and cleaned datasets on Health Facilities in the three countries affected by the Ebola outbreak. At the time it was considered the most comprehensive dataset available. Publishing it on HDX made it accessible to whoever needed it."

**Humanitarian OpenStreetMap Team (HOT)** "During the Ebola outbreak, Doctors without Borders needed specialised maps showing pathways the virus could spread along. We connected the OpenStreetMap community (volunteers who build an open map of the world through GPS surveying, aerial imagery, and public sources of geographic data) with humanitarian actors. Together they filled in the gaps on maps for disaster and crisis zones." "The great thing about it is the speed at which areas can be mapped. Even if we had five staff full-time working on it, we would hardly be able to reach the speed at which dozens, hundreds of volunteers manage to map out a zone" Lessard-Fontaine, MSF GIS Unit (CartONG)

**MapAction** One of the many maps and visuals our volunteers created for the Ebola response was a map of Freetown which overlaid Ebola cases, population density and water points. "This was used as a clear and simple but powerful tool to convince the city council that we needed to do a lot more work on water and sanitation." Dr Jim O'Brien, Health Adviser DFID Sierra Leone, Ebola secondment from Public Health England to Sierra Leone

**Insecurity Insight** "We use a novel network approach to pool information from multiple humanitarian agency partners and overcome the reluctance of humanitarian agencies to disclose security-incident information. Only we can view the raw data and link a particular security incident to a specific organisation. Developing the level of trust needed for this network approach has taken several years, and required the construction of a customized and secure online database. The project partners with 13 of the largest transnational humanitarian organisations. Partners have not only agreed to share anonymised information with each other, but also to make the analysis available to the entire humanitarian community."

**Geneva Learning Foundation** "We are supporting research on Inter-Organisational Collaboration (IoC) and developing H2L2, a massive, open learning system for lessons learned from humanitarian health crises. We foster innovation, from generating the initial idea to mobilising the resources and partnerships to take ideas with potential to market."

## 2 Innovation and thought leadership

**IRIN** "We track simmering issues before they hit crisis point and are covered elsewhere, thus raising the alarm early and encouraging preventative – rather than responsive – action. In Nigeria, an IRIN article on malnutrition in the northwest forced the government to reluctantly admit to the problem and partner with aid agencies to intervene. In Egypt, an IRIN article about the quality of the Nile River's water led to the Minister of Irrigation being questioned in parliament."

**CDAC Network** The CDAC Network has put the issue of communicating with communities on the humanitarian map. This is increasingly recognised as critical to effective humanitarian response. The Network is a cross-sector collaboration that convenes over 30 organisations acting as an incubator of new ideas. One example is the common service approach currently being proposed by many Members to ensure that communicating with communities and community engagement becomes a predictable, resourced and standard part of all emergency response.

**Centre for Humanitarian Leadership** "Typhoon Haiyan was an opportunity for us to conduct a field study of the performance of graduates and students of our flagship Humanitarian Leadership Programme/ Graduate Certificate of Humanitarian Leadership. Some 30 students and graduates held leadership positions across a range of humanitarian organisations, and 100% agreed the HLP made them better leaders in the response. Senior managers in these organisations were able to see the impact of the programme, with one commenting that she could see the difference between a leader who was an HLP graduate, and one who was not."

**RedR UK** (founded in 1980) "We stepped in at short notice to design and deliver pre-deployment training to NHS, Norwegian, Danish and South Korean medics, permitting their deployment to Sierra Leone for the 2014 Ebola response. Over 6 months we ran 16 pre-departure courses, each lasting 5 days, for 362 individuals of whom 98% agreed or strongly agreed that they were better prepared for their deployment following the training." "Without RedR, and its highly capable staff, I would have been totally unable to deliver on my mandate to provide sufficient medics to run the UK-funded Ebola Treatment Centres." Jon Barden, DFID's Ebola Staffing Lead

**JIPS** "We work with governments, humanitarian and development actors to generate agreed-upon evidence to inform joint response in situations of displacement. In the last few years we have worked with multiple stakeholders in various places including Somalia, Iraq, Myanmar, Colombia and Kosovo. Recently in Honduras, JIPS supported the Government to conduct a comprehensive profiling which formed the basis for a policy development process. We also prioritise capacity building – at field, regional and global levels – for coordinating such processes and securing the needed consensus around results."

**Bioforce** Following a request from the Guinean authorities, from January to July 2015 Bioforce trained 200 local doctors, nurses and logisticians in order to increase the Ebola response capacity. The participants of the training scheme then formed 9 regional alert and response teams. Bioforce developed a team of 7 Guinean trainers who now constitute a sustainable training capacity. In December 2015 Bioforce received an official letter of satisfaction from the Guinean National Ebola Response Coordination, underlining the contribution our training made to the effectiveness of the response.

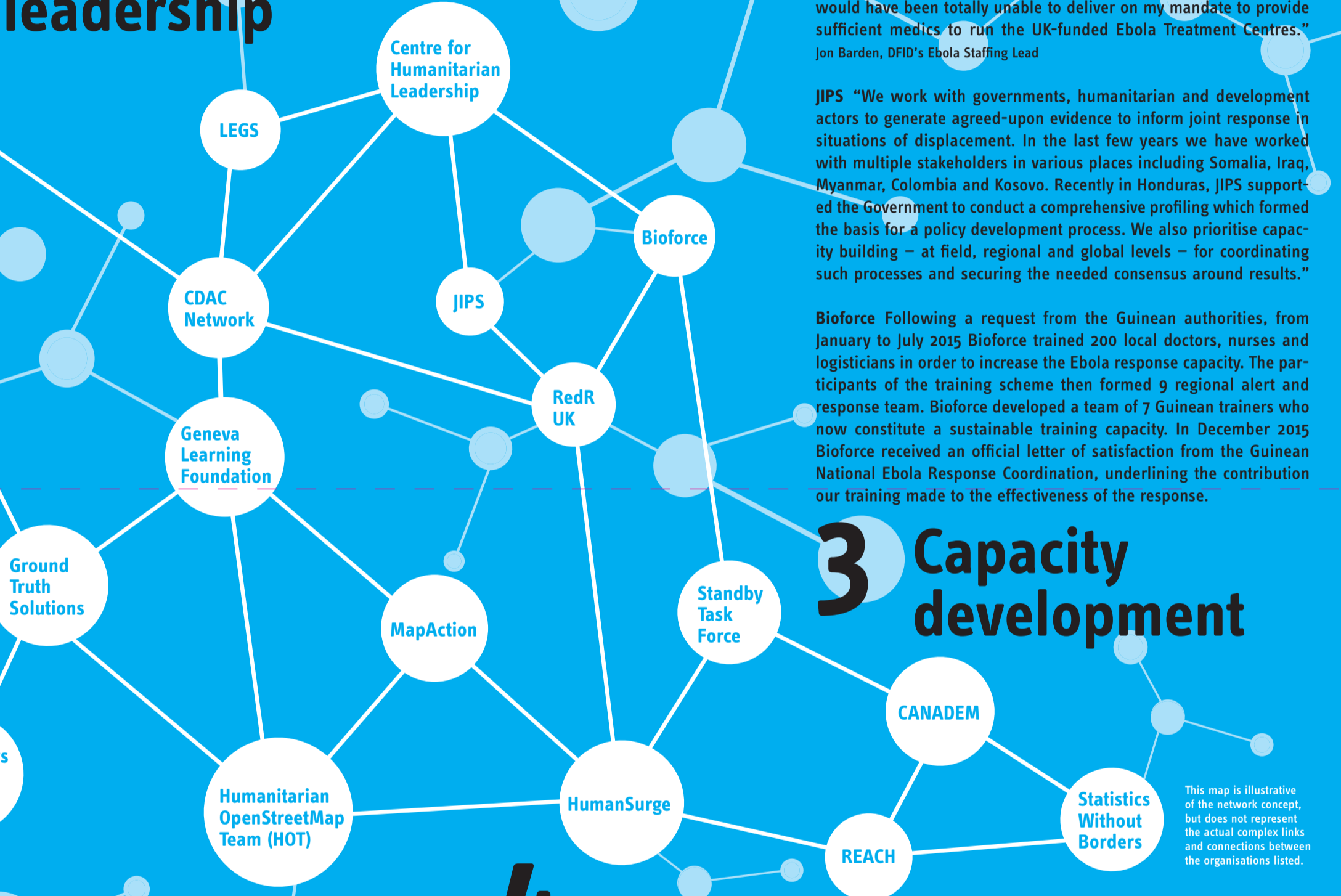
## 3 Capacity development

## 5 Providing operational services

**Ground Truth Solutions** The organisation's goal is to make beneficiary voices central to the way aid is provided. During the Ebola crisis in Sierra Leone, the findings from Ground Truth surveys directly influenced the way agencies implemented their programmes. For example, the survey of people in quarantine revealed that respondents were receiving ample rice, yet their water needs were not met. In response to the data, agencies provided additional water to quarantined households. Regular data collection allowed Ground Truth to track respondent perceptions over time and, for example, guided agencies towards mobilising local religious and spiritual leaders to help combat the stigma people faced after quarantine.

**Translators without Borders** We ensure that language barriers do not inhibit or cripple a humanitarian response. Communications between affected populations and aid responders must be in languages each understand. "During a crisis where information and effective communication are so important, the work of TWB ensures that humanitarian organisations working within the response are able to get information in local languages to people in need. Partnering with other agencies, TWB is playing a vital role in communications with communities." James Purcell, Humanitarian Programme Manager, Migration Unit, DFID.

**HumanSurge** Launched in March 2016, HumanSurge already facilitated the first connections for emergency deployments on-demand. 1,500+ humanitarian professionals set out their skillsets, preferences and availability for immediate deployment to ten major INGOs, through a global open platform. This has the potential to become a sector-wide resource for enhanced surge capacity at national and international level. HumanSurge addresses challenges individual organisations face in keeping their rosters up-to-date, while sharing the roster across organisations.



This map is illustrative of the network concept, but does not represent the actual complex links and connections between the organisations listed.

## 4 Promoting collaboration

**HIF** "In 2015 we hosted an exploratory workshop, bringing together leading humanitarian practitioners and researchers working on gender-based violence (GBV) with human-centred creative and design agencies. These two communities, that wouldn't traditionally collaborate, used each other's expertise to develop creative solutions to challenging humanitarian GBV issues. Following the workshop, most were able to successfully secure seed funding from the HIF to develop their partnership and explore collaborative approaches."

**SIMLab** "We've worked with InfoAsAid and CDAC Network since 2010 to build capacity around inclusive technology and help broker linkages and mutual understanding between technologists and humanitarian agencies."

**CANADEM** stepped up effort to roster, train and deploy experts from developing countries. Today our 25000 candidate roster includes over 5000 experts from Africa and the Middle East. CANADEM is currently leading the development of an international roster for "Global Alliance for Urban crisis", a new initiative being launched at the WHS.

