Norwegian Refugee Council

Dream book
Dream session

A design-thinking led workshop to envision innovative scenarios with the highest impact.

Dream, design, deliver framework

- **Dream**
  - Scenario Building, Prioritization, Validation, Funding, Detailed Design, Deliver
- **Design**
- **Deliver**

Dream session stakeholders

- **NRC**
  - Dream Session Participant
  - NGO Sponsor
  - Program SMEs
- **ADP**
  - Dream Session Facilitator
  - Digital Advisor
  - Business SMEs
  - Technical SMEs
- **Microsoft**
  - Dream Session Participant & Input Provider
  - Dream, Design, Delivery Sponsor
  - Program Strategy
- **NetHope**
  - Dream Session Participant & Input Provider
  - Strategy & Sector Sharing

Envision
- Personas & Journey Maps

Book of Dreams
- Prioritized Scenarios

Technical Validation
- Technology Architecture

Business Validation
- Economic Impact Model

Transformation Planning
- Detailed Plan

Delivery & Adoption
- Digital Transformation
Focus
Norwegian Refugee Council (NRC)

NRC is an independent humanitarian organisation helping people forced to flee, working in crises across 31 countries and providing life-saving and long-term assistance to millions of people every year.

For more information about NRC, see our website: www.nrc.no
One of NRC’s most unique programs is information, counselling and legal assistance. Through this program, NRC counsellors support displaced people on-the-ground to overcome legal problems, such as obtaining civil documentation, solving housing, land and property disputes, and claiming refugee status.

Legal and institutional frameworks, whether statutory, customary or religious, can either provoke or perpetuate displacement and discrimination or serve as instruments of protection and empowerment. People affected by displacement require assistance to understand, interpret and navigate these frameworks.

ICLA has five thematic focus areas:

- Housing, land and property
- Legal identity
- Employment laws and procedures
- Refugee status, residency and migration
- Internally displaced status
Focus
Iraq & Ukraine

The Need in Iraq
• More than 8 million people in Iraq still need protection and humanitarian aid in Iraq in 2018;
• According to NRC’s research, 55% of displaced people need identification documents;
• Thus, about 4.8 million displaced people need ICLA assistance for legal identity, including civil documentation.

ICLA in Iraq
• Capacity of approximately 100 lawyers in 2018, across 8 offices;
• In 2017, NRC reached over 24,000, or about 0.5% of Iraqi displaced people with ICLA services.

The Need in Ukraine
• More than 1.5 million people in Ukraine are displaced, and 3.4 million are in need of humanitarian assistance
• There are 1.2 million crossings through 5 checkpoints in Ukraine
• There are 1.2 million registered pensioners in NGCA, of which only 477,000 continue to receive pension
• An estimated 67% of children born in NGCA and 90% of children born in Crimea do not have a birth certificate issued by the Government of Ukraine

ICLA in Ukraine
• Capacity of approximately 25 lawyers;
• In the first half of 2018, NRC reached over 20,000 of Ukraine displaced people with ICLA services.
NRC dreams of harnessing the power of digital to enhance humanitarian efforts – specifically, by developing a platform as the force for revolutionizing and multiplying information counselling and legal assistance across the sector.

Key drivers
ICLA is constrained by the time and resources required to deliver services to target groups in remote areas and in areas where NRC does not have physical access. Digital innovation has the potential to multiply and enhance NRC’s capacity to reach more people and overcome access obstacles.

- Changing outreach modalities from face to face to ones which enable remote contact and self-service
- Increasing the speed at which information and tailored counselling is delivered
- Enhancing the timeliness and accuracy of information and counselling with real-time updates
- Focusing on removing legal obstacles faced by individuals and not on operational constraints

Attendees
6 headquarters and 3 country office resources attended to provide diverse perspectives on the ICLA program. Leadership also attended opening and closing sessions.

Key proposed questions
How might we change the culture of assistance to one of legal and information empowerment and continuous engagement/learning?

- How might we identify new mechanisms to access information, streamline delivery, and meet the needs of diverse beneficiaries?
- How might we engage people and technology to be the force multiplier for change?

Outcomes
- “Book of Dreams” to fuel partnerships and opportunities for a coordinated industry platform to tackle humanitarian and legal assistance for displaced persons
- High-level roadmap or next steps to move into design
Day 1: Discover

We framed or reframed the problem faced by two sample beneficiaries in Iraq and Ukraine by gaining a full understanding of the beneficiary, NRC legal staff member, and overall context of their legal challenge.

Understanding the beneficiary

We understood the needs, behaviours and motivations of beneficiaries and the ecosystem in order to create empathy and support the design process.

Defining current state

We visualised an end-to-end, holistic perspective of the NRC legal staff and beneficiary experience in order to fully grasp the context of the challenge area.
Day 2: Envision

Based on beneficiary and NRC legal staff insights from Discover, we envisioned the ideal future state for information counselling and legal services, and created differentiating ideas to support that vision.

Concept ideation

We used co-creation techniques to detail and prioritise concept ideas to align with the future state NRC legal staff and beneficiary experience.

Storytelling

We used storytelling techniques to detail and further outline the future state NRC legal staff and beneficiary experience.
Day 3: Define

We then further defined and evaluated the concepts to revolutionise NRC’s information counselling and legal services, and created a link to the next step of the design process.

Prototyping

We used prototyping techniques to visualise features and brought the concepts to life.

Concept definition

We evaluated and defined the concept ideas further through roadmapping and presented the future experience vision.
Working with two focus personas from Iraq and Ukraine, we were able to further understand the current journeys of beneficiaries and associated pain points in order to fully frame the challenge area.
Iraq persona: Aisha

“Without an identity document, you don’t exist”

YOUNG MOM AND WIDOW, 20 years old

Aisha is a 20 years old woman from Mosul city centre. She is married, pregnant and lives with her in laws. One day an armed opposition group attacks her neighbourhood, they capture and kill all men, confiscate everyone’s ID papers and burn the houses of locals. Aisha and her mother in law escape the area and move to an IDP camp. On her second day at the camp, Aisha gives birth to a baby. She knows that she has to obtain a birth certificate for the baby but because her husband passed away, she doesn’t really know how to get it.

Profile

• She’s literate but doesn’t have continuous education
• Relatively proficient user of digital technologies, has an Android phone
• Found out about NRC by word of mouth
• Has intermittent internet access

Behaviour & motivations

• Uses Facebook, Viber, and WhatsApp to chat with friends and family
• Prefers in person conversations, calling, and sending Viber messages over other forms of communication
• Doesn’t have full awareness of her rights or how legal processes work

Needs & wants

• Needs access to healthcare and other governmental benefits
• Women need more assistance, they need to collect more documentation
• In some cases, women might frowned upon if doing something on their own
• Step by step walkthrough on what to do and how to do it
Discover

The ‘as is’ journey for Aisha (Iraq)

Using a journey mapping exercise we were able to better understand Aisha’s current state and identify the following pain point themes within the process.

Aisha’s pains & our pains in helping Aisha:

- Lack of scale in information spreading
- Inefficiencies in lawyer work efforts
- Gender, language or literacy limitations
- Lack of family/social support
- Limitation in court access and interactions
- Security issues
- Camp facility limitations
- Lack of flexibility within NRC content policies

Lack of scale in information spreading
Inefficiencies in lawyer work efforts
Gender, language or literacy limitations
Lack of family/social support
Limitation in court access and interactions
Security issues
Camp facility limitations
Lack of flexibility within NRC content policies
Ukraine persona: Danylo

“Moving from home to receive my pension is not an option”

RETIRED, 75 years old

According to current legislation, to receive a pension, Danylo needs to be registered as IDP. To obtain the pensioner IDP status, the government asks him to reside in a government controlled area (GCA), hold and maintain a certificate of IDP residency.

To make sure he complies with the pensioner IDP requirements, the government has regular checks/verification procedures where they visit Danylo’s registered address to make sure he lives there. During one of these checks the government realises Danylo doesn’t live in his registered GCA address and they cancel his IDP certificate, and as a consequence his pension is suspended.

Profile
- Found out about NRC via a notice about an upcoming information session and the hotline number
- He owns a basic cell phone (feature/flip phone)
- He’s not a proficient user of digital technologies (internet, smartphone)

Behaviour & motivations
- Can’t afford to live in a GCA
- Prefers talking on the phone
- He has limited mobility and economic resources

Needs & wants
- One on one communication and clarity about what can be done
- Someone to be helpful, patient, and kind
- Reassurance that he can get his benefits back
The ‘as is’ journey for Danylo (Ukraine)

Similarly, another team focused on delving into Danylo’s current state journey to better understand the process and identify pain point themes in the Ukraine case.

Danylo’s pains & our pains in helping Danylo:

- Cannot go see beneficiaries in NGCA
- Lack of transparency on case status
- Lack of up to date info
- Lack of feedback loop to beneficiaries
- Extra costs for beneficiaries
- Lack of sufficient personal interaction for beneficiaries
- Negative social coping mechanisms
- Lack of data analytics/case insights
- No link between legal and psychological aid
‘How Might We’ statements

Using the pain point themes, a variety of ‘How Might We’ challenge statements were identified and selected by the teams.

**Iraq**

1. Automate the info sharing and counselling process
2. Increase the time lawyers dedicate to actual legal assistance
3. Get all to know of NRC services in camps
4. Provide more legal assistance with fewer lawyers
5. Design and provide more accessible ICLA programs for women
6. Identify, target and provide relevant information to a broad audience

**Ukraine**

1. Analyse our collected data to understand user experience, identify patterns and trends, and determine relevance to beneficiaries
2. Ensure that information we provide to beneficiaries is up to date, accurate and that we can use and analyse their feedback
3. Enable access to information, case, case progress and case file
4. Improve the beneficiary user experience: time to get to the right person, not having to repeat themselves
5. Create an NRC system that prompts action

*Size reflects number of votes received*
Based on the refined challenge area, we created a variety of concepts that were then voted on, prioritised and further developed into the 3 Dream scenarios.
Concepts

1# Digital Eye
Using skills that exist in the community and matching them with beneficiary needs. Leveraging youth groups and making them feel empowered to use their digital skills to help hard to reach beneficiaries to process paperwork and communicate with NRC.

2# Right Form
A user-friendly on demand portal which uses chatbot, AI and smart form technology to support the beneficiary in filling out the necessary paperwork to be able to apply for civil documentation and know what next steps they need to take.

3# Legal Assist
A multi-channel solution using AI and chatbot technology where a beneficiary can pose questions and get referred to links on the website as well as getting access to interactive content and receiving support in filling out paperwork or getting referred to the right person.

4# Galileo
A core case management system that links to social sensing and gives a richer mosaic of data, information and insight on issues beneficiaries care about as well as using the community to provide editorial guidance on that content.

5# Dashboard
A smart sensing system where data entered by lawyers is analysed to help NRC better understand how long a particular case or case process may take versus how long has been estimated for it, to help NRC better understand blockages and improve processes.

6# Case Closed
Using automation and data modelling to define the parameters for a case and being able to perform an analysis on case blockages to actively eliminate duplication of future work efforts.
Envision Concepts

7# Info Stream
An integrated information dissemination system that intelligently informs people of NRC’s services through push notifications and reminders, uses curated video content for educational purposes and pairs mentors with beneficiaries according to their needs.

8# My Success
An application that allows the beneficiary to call a number to get information about their case and case process using a voice password and voice recognition ID, allowing them to make voice notes as well as calendar reminders.

9# AlexICLA (Legal Assist)
An interactive, empathetic AI voice assistant that picks up keywords and speech patterns to search the system for case data and provide relevant information to the beneficiary, as well as being able to refer them to the correct personnel.

10# CourtEasy
A modular, AI based service solution that brings in information from a variety of sources depending on the needs of the beneficiary and visualises their journey and next steps of their case as well as leveraging local peer support to guide them.

11# Smart ICLA
Addressing how the use of data modelling, automation and trend analysis can help improve NRC programming by changing the fundamentals of what services are delivered to beneficiaries and how they are delivered.

12# Aisha
Aggregation and analysis of gender data to better incorporate gender based insights into our processes to better support women throughout their interactions with NRC, whether by providing daycare options or increasing the amount of female legal assistants.
Value matrix

The presented concepts were placed in a value matrix and were voted on, resulting in the below top 3 selected Dream scenarios.

- Legal Assist (Legal Assist + AlexICLA)
- Galileo
- Digital Eye
Dream 1
Legal Assist

Enabling automation supported counselling to increase reach and impact of legal assistance.

Current State
Today, it can be estimated that millions of people in Iraq, including those in IDP camps require legal assistance. NRC’s current capacity is limited to a specific number of lawyers, who provide one-on-one legal assistance services. NRC reaches about 24,000 IDPs requiring legal assistance a year, leaving many more with unmet legal needs. A technologically supported solution is needed for the future to increase the scale and impact of information counselling activities.

Future State
A technologically supported solution will allow for NRC to have the best, fastest and most scaleable legal assistance approach, addressing not only the needs of countless IDPs and empowering their communities but also addressing internal efficiency needs. NRC can leverage a multichannel, interactive solution to provide life-saving, neutral, reliable and accurate legal information and support en masse.

Beneficiary needs in focus:
• Tailored guidance
• Timeliness of information
• Faster access to legal assistance services

NRC needs in focus:
• Increase in ICLA scale
• Increase in availability of services provided
• Streamlining of lawyer work loads
Aisha finds herself in an IDP camp after an armed opposition group attack on her neighbourhood and the destruction of all of her legal documents. On her second day at the camp, Aisha gives birth to a baby. She’s confused and overwhelmed and knows that she has to obtain a birth certificate for the baby. Because her husband has passed away, she doesn’t know how to get the certificate. Through NRC’s outreach efforts in the camp, Aisha finds out about NRC’s Legal Assist and decides to download the app to ask questions about her situation.

Aisha has an interactive conversation through the Legal Assist app that provides her with valuable, easy to understand information and intuitive guidance with regards to her situation. She decides to move forward using the help of Legal Assist, to go through the process of getting a birth certificate issued for her baby. The AI-enabled Legal Assist platform mines information from anonymized cases and publicly available information to provide relevant, up to date content and gives Aisha step by step instructions on what to do.
As Aisha goes through her interaction with Legal Assist, she watches videos, reads, and listens to content depending on her preferences. Aisha can also access peer to peer information about the Mosul Court based on others’ experiences in similar situations. As Aisha’s information is collected, a case ID is assigned internally and shared with her, so that all her information is saved in the context her current status, easily accessible in the future.

Once all necessary paperwork identified by the system is pre-filled for Aisha based on her interactions, she can easily print out a hard copy using a Legal Assist print kiosk in the camp. Accompanied by other women and/or a male companion, Aisha provides the case ID or code that was given to her earlier and recorded in her Legal Assist app so that she can access her documents.
Accompanied by other women and/or a male companion, Aisha submits her application form to the Mosul court clerk. According to the information she received from Legal Assist, she expects the process will take approximately 3 weeks. However, after a longer period has passed and she still hasn’t heard back from the court she decides to check in on the status of her case using Legal Assist. After another interaction, the app refers Aisha to a lawyer and schedules an appointment for them to meet.

The lawyer and Aisha review her case and go to Mosul court together. A few weeks later, Aisha receives her baby’s birth certificate and can finally access the appropriate social services she needs. Her NRC case is closed and Aisha is encouraged to provide feedback regarding her experience. Aisha’s experience and feedback strengthen the Legal Assist AI, improving the service and recommendations for those in similar situations to Aisha.
Creating a case management system that enables faster access to information, deep insights and content curation.

**Beneficiary needs in focus:**
- Relevance of information
- Transparency around case status
- Community connection

**NRC needs in focus:**
- Deep insights around beneficiary issues
- Streamlining of the case management process
- Improved communications

**Current State**
Currently, NRC utilizes a manually operated case management process, using a one-on-one or group information sharing model. This is both time consuming and hard to streamline across a variety of beneficiary needs. As a result, the case management process does not always result in transferable insights and often provides general data that may be overwhelming for many beneficiaries. In the future, a case management solution that can streamline the case management process and increase the impact and relevance of NRC’s communications is needed.

**Future State**
A digitally enabled case management solution will allow NRC to identify top case issues and get better insights using data mining and AI capabilities. Social listening can be applied to case data, to identify changes in policy, laws, political situations or any other relevant topics that relate back to cases in the system. Using a managed, beneficiary owned and run network of authors and editors, communications content can be produced. As a result, beneficiaries can have faster access to services and feel more connected to their community.
Aisha finds herself in an IDP camp and needs information and guidance. She has heard about NRC’s ICLA services and comes in to meet an ICLA counsellor. During the meeting, the counsellor has an initial conversation with Aisha to determine her needs and register her information in the Galileo case management system. Based on their interaction, the system informs the counsellor of the expected processing time for a case like Aisha’s.

Once the overall process and expected processing time is communicated to Aisha, the counsellor informs her of the next steps relevant for her. Together, they determine the appropriate notifications that Aisha would like to receive in the future with regards to the status of her case as well as any additional information ICLA can provide related to her needs. Aisha’s case is uploaded and added to the Galileo data pool.
Using the database of case records, the Galileo system identifies and harvests emerging trends classified by its AI algorithm. This information is then fed into a social sensing capability to understand what relevant policies, laws and political situations are related to Aisha’s case. This content is forwarded to an editorial team of community champions.

The community editorial team then uses the information provided by Galileo, to curate and tailor the content that will be shared with beneficiaries like Aisha in various channels. Aisha receives and accesses this new material, tailored to her and her situation. She is now more informed and feels comforted getting reliable information from the perspective of beneficiaries just like her.
Dream 3
Digital Eye

Leveraging digitally native youth in local communities to support hard to reach people in need.

Current State
Many people in Ukraine must “commute” between Government Controlled Areas (GCA) and Non Government Controlled Areas (NGCA) in order to access their social benefits. However, many are negatively affected by limited mobility and are unable to be present during government verification processes. Retirees looking to access their pensions are especially affected, leaving many without a livelihood as a result. Those seeking assistance from NRC often require assistance to submit documentation and are especially isolated as ‘hard to reach’ beneficiaries.

Future State
NRC can engage the local communities of ‘hard to reach’ beneficiaries and include them as a supporting party in the ICLA process. What better way to enable real-time digital updates than engaging with youth, who have the required digital skills and can provide the personal guidance and contact that so many ‘hard to reach’ beneficiaries need. Using a digital application, the youth can communicate with NRC and receive renumeration based on the tasks completed, thereby helping the beneficiary through the legal assistance process.

Beneficiary needs in focus:
• Social contact and support
• Assistance in documentation filing
• In person case updates

NRC needs in focus:
• Access to H2R beneficiaries
• Real-time information updates from beneficiaries
• Community engagement and youth empowerment
Danylo calls to ask for counselling on how to get his pension back. A lawyer and Danylo talk about his situation and decide a course of action which would require legal assistance. The lawyer creates a case in the system and informs him that someone from a local youth group will visit him at home to help him collect and send in necessary documentation. The system creates a mission for the members of the local youth group to collect Danylo’s documents.

Julia is part of a youth group and has been trained in the topics of customer service and interview techniques as a way to develop her soft skills to support the ICLA program. She lives in the same village as Danylo, and picks up the mission created by the lawyer in her Digital Eye app. She visits Danylo at home and explains that she’s there to send a copy of his documents to the lawyer. She takes photos of the documents and uploads them to NRC system.
Julia gets instant feedback that the documents she uploaded have been received by NRC. The app also provides Julia with the description of the next steps in the process, so that during her visit she can reassure Danylo on what to expect in the near future. After having completed this mission, Julia immediately receives data credits on her phone.

On the NRC side, the system similarly informs the lawyer that Danylo’s uploaded documents are now in the system. The lawyer then reviews the documents and determines the course of action for the next steps. It seems that there is a need for further clarification and she has some follow up questions. The lawyer initiates a new mission request for a follow up interview with Danylo.
Julia receives a new mission request for the follow up visit with Danylo and has detailed instructions on what questions she has to ask. She accepts the mission and visits Danylo once again. Continuing their earlier conversation, Julia updates Danylo on the status of his case and interviews him, using the voice recording function to directly provide updated information to NRC.

Three weeks later, Julia receives a notification to check in with Danylo for a last visit. He has received a letter that his pension will be restituted. She takes a picture of the letter and a voice message from Danylo to add to his case record. Julia receives credits for this last mission and the NRC case is closed. Overtime, Julia obtains recognition for long-term engagement with the program that supports her in her future educational and career development.
Define

Each Dream scenario was then further defined using a roadmapping exercise and the final pitches were presented.
Roadmap
Legal Assist

Today

- Identify and select AI provider
- Identify and test channels
- Develop MVP (address information dissemination)
- Research and build business case
- Set up knowledge base (transcripts, questions, answers)

Has someone already done this?

Short term

- Define implementation governance
- Improve curation systems
- Conduct user research
- Test chatbot capabilities
- Enable Machine Learning
- Recruit other NGOs to join in

MVP

Medium term

- Develop 2nd version of MVP

End state

- Develop 3rd version of MVP (facilitated forum building)

Standard platform for the sector

Define

Legal Assist

Roadmap

- Develop 3rd version of MVP (facilitated forum building)

End state

MVP

- Develop 2nd version of MVP

Medium term

- Enable Machine Learning
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- Identify and select AI provider
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- Set up knowledge base (transcripts, questions, answers)
Roadmap

Legal Assist

Today

Annual budget allocated to digital beneficiary approaches
Program databases GDPR compliant

Short term

Staff with ‘digital in l.d.’
Staff pass cyber security simulations

Medium term

Increase in % of beneficiaries with connectivity
Increase in % availability per initiated interactions

Long term

Increase in % of beneficiaries with connectivity
Increase in % availability per initiated interactions

End state

Success factors/ KPI’s

Risks

GiGO (poor info quality at scale)
## Roadmap

### Galileo

**Today**
- Secure executive sponsorship
- Secure tech partners
- Determine field stakeholders and number of country offices involved
- Machine learning MVP of system

**Has someone already done this?**
- MVP
  - Select communications manager/lead
  - Identify and select pilot country
  - Pilot IDMC’s system (include new ‘lingo’, test field accuracy)
  - Enable change and process management

**Short term (6 months)**
- Enable CRM with common data model to connect to
- Train staff on using data in IDMC’s system
- Identify and train curators (draw on IRC learning)
- Further develop new user friendliness of interface

**Medium term (12 months)**
- Secure new recruits with new skillsets
- Solve cases at faster rate
- Conduct translator analysis (user-friendly interface for curators)
- Info quality improved (relevance to beneficiaries, timeliness, satisfaction rates)

**Long term (2-5 years)**

**End state**
- Standard platform for the sector
**Roadmap**

**Galileo**

**Today**
- Pilot country identified
- Relevant info is not made public online
- NRC staff not properly engaged
- Editors/curators are operational
- Case Management system not in place

**Short term (6 months)**
- Staff trained within set timeframe
- Number of errors decreasing to negligible level
- Editors can use material produced by ML/AI system
- Interface is beta tested, piloted and rolled out

**Medium term (12 months)**
- Editors can use material produced by ML/AI system
- Not enough cases to establish trends

**Long term (2-5 years)**
- Updated recruitment policies rolled out
- Lack of scale
- Lack of involvement from other organisations
- Newly recruited teams selected

**Success factors/ KPI’s**
- Number of errors decreasing to negligible level
- Editors can use material produced by ML/AI system
- Interface is beta tested, piloted and rolled out

**Risks**
- Lack of donor interest
- Lack of involvement from other organisations

**End state**
**Roadmap Digital Eye**

### Define

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<tr>
<th>Has someone already done this?</th>
<th>Today</th>
<th>Short term (3 months)</th>
<th>Medium term (6 months)</th>
<th>Medium term (9 months)</th>
<th>Long term (12 months)</th>
<th>End state</th>
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<td>MVP</td>
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<td>Standard platform for the sector</td>
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<td>Establish NGO/church contact</td>
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<td>Engage beneficiaries in initial phases of project</td>
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<td>Communicate with local authorities &amp; conduct focus groups with youths</td>
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<td>Create &amp; train youth task force in 2 villages</td>
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<td>Conduct review of learnings working with partners</td>
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<td>Conduct protection analysis (drivers, risks)</td>
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<td>Create option for youth feedback in app</td>
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<td>Develop/leverage case management system</td>
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<td>Create social media campaign to pressure governments to pay pensions to NGCA pensioners</td>
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<td>Expand to other core competencies</td>
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**Continuous management buy in/risk assessment**
Roadmap
Digital Eye

Today
- Youth strategy is approved
- Continuous management buy-in achieved
- Favouritism in youth selection
- Lack of approval from power holders

Short term (3 months)
- Risk analysis continuously performed
- Youth task force created and trained
- Youth skilled to interact with beneficiaries

Medium term (6 months)
- App developed
- NRC staff using case management tool
- Youth performing 90% of missions

Medium term (9 months)
- Youth providing feedback
- NRC acting on youth feedback
- Long term unresolved cases

Success factors/KPI’s
- Youth task force created and trained
- Youth skilled to interact with beneficiaries
- App developed
- NRC staff using case management tool
- Youth performing 90% of missions
- You providing feedback
- NRC acting on youth feedback
- Long term unresolved cases

Risks
- Favouritism in youth selection
- Lack of approval from power holders

End state
Define Value scorecard

**Legal Assist**

**Issues Addressed**
- Increasing scale of legal assistance
- Standardising a solution for common repetitive tasks
- Allowing for tailored access to information at scale
- Optimisation of lawyer expertise/efficiency of work efforts
- KPI tracking for number served vs cost, % decrease in repetitive tasks and customer satisfaction scoring

**Delivery Model**
- AI assisted interactive self-service
- Staff supported by the system
- Using SMS, WhatsApp or a Voice enabled app to manage interactions (e.g. Google 'Duplex+', IVR solution)
- Printing kiosks

**Management & Processes**
- Requires a mindset shift from ICLA staff that aligns with digital and automation
- Requires a developed knowledge base supported by AI and Big Data
- Curation of content and digital skills of staff
- Digital literacy support for beneficiaries

**Galileo**

**Issues Addressed**
- Supporting accurate and more efficient case management
- Identifying case data trends
- Targeting of relevant information for beneficiaries
- Improving timeliness and accuracy of information/updates
- Supporting NRC strategic planning

**Delivery Model**
- Data storage/analysis
- AI/Web scraping and social sensing
- Multichannel notifications/info sharing
- 'Peer-to-peer' support
- Using a digital case management system

**Management & Processes**
- Requires a set data governance and data lifecycle
- Staff data literacy capabilities
- System specific training for staff
- Engagement of staff
- Collection of data baseline to establish trends

**Digital Eye**

**Issues Addressed**
- Reaching H2R beneficiaries
- Decreasing time for case processing
- Decreasing costs for case processing
- Supporting data collection
- Engaging and empowering local youth by providing skills development and remuneration

**Delivery Model**
- Leveraging community
- Working with youth programs
- Supported by ICLA NRC
- Using an integrated case management system
- Using an 'Uber' like app to manage interactions

**Management & Processes**
- Requires a paradigm shift, from direct service delivery to delivery through supporting parties
- Buy in from management
- Local community expertise and strong ground presence to maintain quality control
- Requires an integrated case management system
Leadership Presentation
An interactive discussion and feedback from leadership on dream session outputs.

Digital journey
Iterative design in the field.
- “Design should include workshops in-country. Part of the workshop includes training, and then adapting the model based on its ability to function in the field. Then visit back... In order to scale, need to visit 20 programs in 2-3 months”

Changing culture.
- “Changing NRC’s culture will be exciting... strategic initiatives on technology and data, recruiting a digital team, and the intersection with NetHope. This is a longer journey”

Legal Assist
Bringing the court to the beneficiary.
- “I was in your camps, where the inhabitants only had IS documentation. In that case, getting the court to them was important because it was a danger for them to move.”

Beneficiary trust.
- “Aisha and beneficiaries like her would be very traumatized, and trust is very low – could a camp volunteer do it for the beneficiary in this case?” – The team outlined a scenario for this

Galileo
Traveling to an office to get paperwork.
- “If the beneficiary can, they will go to an office, but if they can’t, other solutions may be able to support them. However, there are still constraints; the beneficiary needs a security clearance to leave the camp, transportation, a male companion, etc. Technology doesn’t necessarily solve these, but there may be other ways to facilitate and speed up this process”

Digital Eye
Leveraging youth as enablers.
- “This is pretty crucial – we need young enablers in much of what we do”

Dependency on government authority.
- “One bottleneck might be on the authority side. We will perfect our relations with the people in need, but we are still dependent on the government side being more effective and efficient. Can we convince authorities to be more effective, such as use mobile to reach a camp?”
Future partnerships
Sector-wide platform

Serving as the foundation for future innovation in the sector.

In partnership with other humanitarian aid organisations, NRC can be a key stakeholder in the development of a platform that serves the sector.

Solutions such as Legal Assist, Galileo, and Digital Eye can all plug into this platform as modules.

The platform can serve as the foundation for future innovation in the sector.
Next steps

Following the Dream session workshop, we will now be moving into the Design stage of the process.
Next Steps

Run a design thinking-led workshop to envision innovative scenarios with the highest impact.

Design

Align process, technology, and organisational change management plans into a common, time-phased roadmap.

Deliver

Implement process reengineering, technology solutions, and organisational readiness.
Thank you!