

Humanitarian Innovation
Program
Prepared to act

Contents

The Deloitte Humanitarian Innovation Program: Prepared to act	1
1. Overview and benefits to humanitarian organizations	2
2. Conditions of application	3
3. Application and selection process	5

The Deloitte Humanitarian Innovation Program

Prepared to act

Exceptional challenges require exceptional solutions. Humanitarian crises – natural disasters, conflicts, famine – are one such challenge. Through new combinations of expertise, innovation and collaboration, together we are addressing the challenges of the present and the future ... today. The Deloitte Humanitarian Innovation Program combines the skills of professionals from Deloitte member firms and local, national and international humanitarian organizations to enhance crisis readiness and preparedness.

Deloitte's approach to working with humanitarians is the same that we take with our member firm clients – listening, understanding their challenges, and working together on solutions. Many of Deloitte member firms' core business skills – data analytics, capacity building, infrastructure advisory, leadership development, resilience, scenario planning, and supply chain management – are the same skills the humanitarian sector uses every day. Driven by the purpose and passion of Deloitte professionals, our aim is to facilitate cross-sector collaboration and the development of new approaches to humanitarian action that will save lives, reduce vulnerability and sustain livelihoods.

We are committed to shaping innovations which are at the heart of change and progress in the humanitarian sector.

Be prepared for new ways of thinking. Be prepared for new ways of collaboration and innovation. Be prepared for positive change.

The Deloitte Humanitarian Innovation Program: **Prepared to act.**

1. Overview and benefits to humanitarian organizations

The Deloitte Humanitarian Innovation Program (the “**Program**”) will be administered by the Deloitte Touche Tohmatsu Limited Corporate Responsibility Group (“**DTTL CR**”).

1.1 Selected organizations

The organizations selected to participate in the Program will receive a range of benefits through their participation, including pro bono support to deliver a project to enhance the preparedness of their organization to respond to humanitarian crises.

Pro bono services

A pro bono project (where the time and expertise of Deloitte member firm professionals is provided free of charge) will be delivered to each organization selected to participate in the Program. Each project will likely last for a period of three to six months and will be customized to support each selected organization’s effort to enhance its preparedness to respond to future humanitarian crises.

Relationship manager

Each organization selected to participate in the Program will be appointed a relationship manager who is a senior leader from a Deloitte member firm and who will support the organization’s interaction with the applicable Deloitte member firm and the delivery of the pro bono services.

Public relations and promotion

Each organization selected to participate in the Program will receive numerous public relations and promotional opportunities through its engagement in the Program. The story of the collaborative work with each such organization will also be shared across the Deloitte network of approximately 200,000 professionals worldwide.

1.2 Applicant organizations

The intention for the Program is that all organizations which apply will benefit from participating in the application process. The opportunity to engage with the Deloitte network, combined with the experience of completing the structured application process, should help enable applicant organizations to better respond to similar application opportunities in the future.

A further objective of the Program is to share the project outcomes and associated learning materials with the humanitarian sector. Each organization that applies to the program will benefit from having access to knowledge sharing opportunities resulting from the projects delivered with the organizations selected.

2. Conditions of application

2.1 Entry criteria

Applicant organizations are responsible for ensuring they meet the criteria below before applying to the Program.

The applicant organization must:

1. Be actively involved in humanitarian action and response.
2. Provide one year of financial statements or accounts to demonstrate financial sustainability (see Section 3.1 below).
3. Be able to dedicate staff to work on co-delivery of the project with Deloitte member firm professionals.
4. Be in adherence with Deloitte's independence requirements, particularly for audit clients. If the applicant organization is an audit client of a Deloitte member firm, the organization should contact humanitarianprogram@deloitte.com before submitting its application (see Section 2.2 below).

The idea proposed in the application must:

1. Be innovative and supported by the applicant organization's senior leadership.
2. Support preparedness and readiness for humanitarian crises.
3. Address a strategic issue for the applicant organization, and this issue should be one that is similarly faced by organizations across the humanitarian sector.
4. Enable the development of a solution with Deloitte member firm support, and which can be shared with many humanitarian organizations.

2.2 Regulatory requirements

Certain applicant organizations may not be eligible to participate in the Program due to regulatory or other professional requirements.

For example, if the applicant organization, or an international affiliate of the applicant organization, receives audit services from a Deloitte member firm, independence restrictions may prohibit the applicant organization from participating in the Program.

Upon receipt of an application, DTTL CR will conduct an independence check with respect to the applicant organization and any of its international affiliates. The purpose of this independence check is to determine whether an audit relationship exists between a Deloitte member firm and the applicant organization (or its affiliates). If this is found to be the case, this relationship may prevent Deloitte member firms from delivering pro bono services to the applicant organization, thereby preventing the applicant organization from participating in the Program.

The applicant organization will be notified if this independence check or any other regulatory or professional requirements prevent the organization from participating in the Program.

2.3 Language

Applications must be submitted in English. Financial statements or accounts may be submitted in the native language of the applicant if English versions are not available.

2.4 Approvals

Applications must be approved by the chief executive or board member from the applicant organization.

2.5 Submission Agreement

Each applicant organization must sign a Submission Agreement in order to be eligible for participation in the Program. Among other things, this Submission Agreement will allow Deloitte Touche Tohmatsu Limited, the Deloitte member firms, and their related entities to refer to receipt of the application in internal and external communications related to the Program. Execution of the Submission Agreement and certain other legal agreements, including those further detailed below (see Section 3.5), are prerequisites for participation in the Program.

It is strongly recommended that applicant organizations consult with their legal teams regarding their application. If there are any questions regarding legal requirements, please direct these to humanitarianprogram@deloitte.com.

2.6 Timeframes for project delivery

Applicant organizations should be prepared to devote sufficient resources to have their project scoped by 31 December 2014 in order to give reasonable assurance of project completion by 31 May 2015, in the event that the applicant organization is selected to participate in the Program.

3. Application and selection process

3.1 Application process and timeframes

The application process has three steps:

Step	Key dates	Details
Step 1 Application Form	Monday 9 June 2014 – Application Form available to download from www.Deloitte.com/humanitarian	Application Form focused on your idea for a project to deliver with pro bono support from Deloitte member firms. The Application Form asks for details on the project idea, implementation and how the learnings can be shared across the humanitarian sector. A signed Submission Agreement and one year of financial statements or accounts must also be provided at this step.
	23:59 BST Friday 18 July 2014 – deadline for submission of Application Form	
Step 2 Informational Telephone Call	Mid-July to early August – Successful organizations at Step 1 invited to an informational telephone call with the DTTL CR team	An informational telephone call in which the DTTL CR team will ask questions and gain further understanding of the proposed idea and approach.
Step 3 Panel Interview	Panel interviews will take place in late August – successful organizations at Step 2 will be notified of their panel interview date	Teleconference or video conference panel interview with certain advisors for the Program. Interview will be focused on understanding more about the proposed project team members and the applicant organization.

All sections of the Application Form must be completed and a signature provided where indicated. Responses should not exceed the word counts provided for each question. In the interests of fairness, please be considerate of this guideline.

DTTL CR representatives will review the Application Form to ensure that all sections are complete; provided that, applicant organizations are responsible for ensuring that all sections of the Application Form are properly filled out. Should an incomplete Application Form be received, DTTL CR will make reasonable efforts to inform the applicant organization of the omission.

The Application Form will be available at www.deloitte.com/humanitarian from Monday 9 June until 23:59 BST Friday 18 July 2014. The completed Application Form, a signed Submission Agreement and one year of financial statements must be returned to humanitarianprogram@deloitte.com by 23:59 BST Friday 18 July 2014. An organization must submit these materials by the deadline in order to be considered for an invitation to Step 2 of the application process.

Applicants will receive email confirmation of receipt of their Application Form from DTTL CR. Only this email will serve as valid proof of submission. Neither Deloitte Touche Tohmatsu Limited (“DTTL”) nor any of its related entities will be responsible for a lost, corrupted, delayed or misplaced Application Form or accompanying materials.

3.2 Selection process

The complete Application Form will be evaluated by representatives from DTTL CR and Deloitte member firms, as well as selected external experts from the humanitarian sector (collectively, the “Evaluators”).

The Application Form is used to evaluate applicants and must be completed in order for the applicant organization to be considered. Each applicant organization must use the official Application Form provided by DTTL CR; no other forms of application will be accepted.

For applicant organizations invited to the panel interview (Step 3), the individual responsible for the Application Form, as well as the applicant organization’s chief executive or board level sponsor, must join the interview. Other members of the applicant organization’s proposed team may participate at the discretion of DTTL CR, up to a maximum of four interview participants per applicant organization.

3.3 Selection criteria

The Program is intended to support innovative ideas which will enhance humanitarian organizations’ readiness and preparedness to respond to crises. In this context, DTTL CR believes that innovation involves:

- bringing together new combinations of expertise;
- re-thinking conventional approaches; and thus
- finding better ways to deliver results.

The Program welcomes applications which include new or different ideas, as well as the application of existing ideas to new contexts in original ways.

In addition to the required entry criteria, applicant organizations must demonstrate the following:

Topic	Details to be provided for the basis of selection
The idea	<ul style="list-style-type: none"> • Degree of innovation • Benefits to the organization • Benefits to affected communities
Implementation approach	<ul style="list-style-type: none"> • Feasibility of achieving outcomes • Risks • Skills and resources required
Your team and resources	<ul style="list-style-type: none"> • Proposed project team • Resources of organization
Monitoring and evaluation	<ul style="list-style-type: none"> • Proposed impact measures • Evaluation approach
Sharing the outcomes	<ul style="list-style-type: none"> • Cross-sector application of idea • How idea should be shared

3.4 Feedback

Applicant organizations that complete the application process but are not selected to participate in the Program may request feedback from DTTL CR. In all cases, applicant organizations must acknowledge and agree that the selection of those organizations that will participate in the Program is at the absolute and sole discretion of DTTL.

3.5 Announcing results

Applicant organizations that are selected to participate in the Program will be notified by early September 2014. The selected organizations will be required to sign a sponsorship agreement with Deloitte Global Services Limited and a legal agreement with the Deloitte member firm leading the delivery of the pro bono services. Other legal agreements may also be required. All required agreements must be signed by the selected organizations by 30 September 2014.

The organizations selected to participate in the Program are required to keep their participation confidential until after the Program selection results are announced externally by DTTL CR.

3.6 Exclusion of liability

None of DTTL, its member firms, or any of their related entities shall be responsible or liable for the context of organization's application, an organization's receipt or non-receipt of services through the Program, or any negative results of an organization's receipt of those services. DTTL, its member firms and their related entities disclaim all liabilities to the extent permitted by law for any costs, claims, liabilities or losses arising from an organization's application to or participation in the Program.

3.7 Personal information

The Program Application Form collects personal information which is necessary for administration and evaluation as outlined within these Guidance Notes. This personal information generally consists of contact details for the person filling out the Application Form on behalf of their organization (e.g., name, title, business address, email address, and phone number).

Information provided will be used for review by the Evaluators, which consists of DTTL and Deloitte member firm professionals, as well as third-party members.

Any personal information provided through the application process will not be shared for secondary or unrelated purposes not described in these Guidance Notes unless there has been prior notice to and agreement from the relevant organization.

As part of the selection process personal information may be shared with members of the Deloitte member firm network and third party members. Such sharing may involve the transfer of personal information to countries or regions without data protection rules similar to those in effect in the area of residence of the person who is filling out the Application Form on behalf of the applicant organization. By providing information through the applicable Application Form, the individual filling out the Application Form is consenting to the disclosures described above.

Personal information may also be disclosed to law enforcement, regulatory, or other government agencies, or to other third parties, in each case to comply with legal or regulatory obligations or requests.

If the applicant organization has any questions regarding use of personal information, please contact humanitarianprogram@deloitte.com.

3.8 Use of information (excluding personal information)

Information collection and use

Information provided in the Application Form will be used for review by the Evaluators, consisting of DTTL and Deloitte member firm professionals, as well as third-party members. For those organizations selected to participate in the Program, the information may be used in materials, communications or events promoting the Program.

Disclosure of information to third parties

Public statements may be made regarding the fact that an organization has submitted an Application Form. This includes but is not limited to cases where multiple geographic entities of the same international organization apply to the Program (each entity may be made aware that other entities from their organization have applied but the details of the application will not be disclosed).

For those organizations selected to participate in the Program, key project deliverables, outputs and learning materials will be shared with the humanitarian sector to facilitate strengthening the sector as a whole.

All other information provided through the application process will not be shared for secondary or unrelated purposes other than as described in these Guidance Notes unless there has been prior notice to and agreement from the applicable organization.

About this document

These Guidance Notes contain general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the "Deloitte Network") is, by means of these Guidance Notes, rendering professional advice or services. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on these Guidance Notes.

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