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Emerging Tech in Anticipatory Action

A DEMAND-SIDE ECOSYSTEM ANALYSIS OF MERCY CORPS VENTURES' ANTICIPATORY ACTION ACCELERATOR

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Abbreviations / Acronyms

AAA	Anticipatory Action
AI	Artificial Intelligence
DRL	Demand Readiness Level
DRR	Disaster Risk Reduction
EWS	Early Warning System
FAO	Food And Agriculture Organization
FCDO	Foreign, Commonwealth And Development Office
FbF	Forecast-Based Financing
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
JRC	Joint Research Centre
MEL	Monitoring and Evaluation
ML	Machine Learning
MC	Mercy Corps
MCV	Mercy Corps Ventures
MRL	Market Readiness Level
NGO	Non-Governmental Organization
NSTC	National Science and Technology Council
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODI	Overseas Development Institute
REAP	Risk-Informed Early Action Partnership
SME	Small and Medium-sized Enterprise
SPARC	Supporting Pastoralism and Agriculture in Recurrent and Protracted Crises
TRL	Technology Readiness Level
UNDRR	United Nations Office for Disaster Risk Reduction
UNICEF	United Nations International Children’s Emergency Fund
UNSD	United Nations Statistics Division
UN	United Nations
WFP	World Food Program
WHO	World Health Organization

Executive Summary

As climate-induced crises increase in frequency and intensity, traditional humanitarian models that rely on post-crisis interventions have proven insufficient. Anticipatory Action has therefore emerged as a crucial paradigm shift, enabling aid systems to anticipate and mitigate impacts before they unfold. Yet, despite this promise, the approach remains conceptually fragmented and operationally inconsistent in innovation terms. This study seeks to map how these elements interact and identify system barriers that inhibit innovation while assessing the potential of programs like AAA in shaping a more mature and coherent ecosystem.

This report explores the emerging innovation ecosystem around Anticipatory Action (AA), a transformative humanitarian approach that enables actors to act before crises occur through indigenous indicators and science-based forecasts, pre-arranged financing, and pre-planned interventions. Using Mercy Corps Ventures' Anticipatory Action Accelerator (AAA) as a central case study, it examines how technological innovation and acceleration mechanisms can strengthen resilience among vulnerable populations. This study combines a comprehensive analysis of all the Accelerator applications and 10 in-depth, semi-structured interviews conducted with AAA applicants and AA and humanitarian innovative experts.

The quantitative analysis of Mercy Corps Ventures' AAA offers valuable insights to extrapolate key information and combine it with qualitative research. The analysis of the program shows that most applications originated from Eastern Africa, mainly due to a combination of language barriers (all the materials were in English) and Mercy Corps presence in the region. Flooding and droughts dominated as the targeted hazards, with almost all emerging technologies presented in the applications being artificial intelligence and machine learning, aiming at improving forecasting capabilities. Finally, nearly one-third of the applications showed inconsistencies between the reported maturity of their solutions and the number of active users.



Photo credit: Ezra Millstein / Mercy Corps

The qualitative findings reveal an ecosystem that is expanding but unevenly structured. The ecosystem is technologically rich yet narrow in scope, with an overwhelming dependence on artificial intelligence and machine learning. While these technologies dominate efforts to improve forecasting accuracy, they have also limited exploration of other solutions that could address equally critical challenges, such as financial innovation or last-mile delivery. Funding remains fragmented and short-term, discouraging

experimentation and constraining the generation of evidence. Human and institutional capacities are similarly unbalanced, with many actors lacking the technical knowledge or data infrastructure necessary to implement sophisticated technologies effectively. These structural gaps create asymmetries that favour large, well-resourced organizations over smaller, local actors.

This study found that, within the larger ecosystem, proposed interventions remain largely project-based and risk averse. Anticipatory Action is often operationalized through pilot initiatives rather than integrated national systems, producing duplication and inefficiencies. Innovation tends to be incremental rather than transformative, focusing on refining existing tools rather than developing new approaches. End-user participation is rare, which poses a problem for contextual adaptation and limits sustainability. Evaluation and learning mechanisms are weak, resulting in poor transferability of lessons.

The ecosystem's roles and relationships mirror these imbalances. Large humanitarian organizations dominate agenda-setting and standard definition, while the rest of the stakeholders occupy marginal positions. The absence of systematic collaboration mechanisms has led to siloed innovation, where partnerships are ad hoc and often dissolve once funding cycles end. This fragmentation can be exacerbated by language barriers and the geographical concentration of activities in regions with pre-existing institutional presence of donors.

Many organizations continue to mix Anticipatory Action with broader notions of early action or disaster risk reduction. The very concept of Anticipatory Action is not established and properly defined. In addition to this, funding frameworks tend to favour short-term and low-risk projects. The results of these dynamics are reflected in the uneven adoption of AA worldwide: while the approach has gained traction, it remains heavily concentrated in predictable hazards such as floods and droughts, with limited coverage of complex or less forecastable risks like cyclones, pandemics, or conflict-induced displacement.

Programs like AAA have the potential to address many of these systemic gaps. They can, and must, act as a broker that bridges disjointed actors across the humanitarian, technological, entrepreneurial, governmental, and academic spheres, establishing collaboration mechanisms that endure beyond the lifespan of individual projects. They can also serve as a standard-setting platform, helping to clarify what constitutes Anticipatory Action and aligning innovative practices with its core principles. They can lead in establishing integrated learning architectures that systematically capture and disseminate evidence, helping transform isolated pilots into institutionalized practices. In addition to this, they can help build stronger and more inclusive pipelines of innovations if they extend support horizons and offer key non-financial value (such as mentorship and data access).

This research shows that accelerators alone cannot replace the long-term institutionalization required for systemic transformation, but they can play a decisive role in shaping the conditions under which innovation thrives. The potential of programs like AAA lies in their capability of institutionalizing collaboration. If certain key improvements are applied, it can both strengthen the AA innovation ecosystem and the humanitarian innovation landscape.

This research demonstrates that the Anticipatory Action innovation ecosystem is at a formative stage; it is vibrant, it is promising, but it is still also fragmented. It possesses the intellectual and technological capital to become a fully mature system capable of anticipating and mitigating crises. Programs like the AAA can catalyse this potential through the connection of previously isolated actors into a cohesive network. The challenge is integrating innovation within durable institutional and collaborative frameworks, ensuring that anticipation becomes the norm in humanitarian response.

Introduction

In 2025, Mercy Corps Ventures (MCV) launched the Anticipatory Action Accelerator to identify and fund solutions that use digital technology to automate the implementation of anticipatory action programming and enhance climate resilience in at-risk and vulnerable communities. This research seeks to understand the Anticipatory Action innovation ecosystem, focusing on the integration and use of emerging technologies in AA programs. The study uses Mercy Corps Ventures' Anticipatory Action Accelerator as a case study.

The study's core objectives are to identify the key elements forming the AA innovation ecosystem, analyse the typology of tech-enabled solutions they propose, and assess the role of acceleration programs in fostering the ecosystem growth. To achieve this, the research seeks to answer the following questions:

Research Questions

1. What does the Anticipatory Action innovation ecosystem look like, and what are its key components?
2. What emerging technologies are present in AA? Why, and how are they used?
3. How do initiatives like the MCV AA Accelerator contribute to the development and expansion of the Anticipatory Action innovation ecosystem?
4. How can humanitarian organizations and initiatives like AAA improve their efficiency and efficacy, especially in the adoption of innovative practices and the use of technologies in the humanitarian field?

Ultimately, the research seeks to identify the drivers and barriers influencing the development and adoption of these critical technological solutions. This report analyses the Anticipatory Action innovation ecosystem and uses the Mercy Corps Ventures Anticipatory Action Accelerator as a case study to illustrate its functioning. While it analyses systemic dynamics, each analytical block includes a reflection on what the findings imply for the Accelerator as a mechanism within this ecosystem.

Research Methodology

Methods Employed

This study adopts a mixed-methods research design that combines qualitative and quantitative approaches. The study is structured around two complementary components: a complete quantitative analysis of the applications of the Anticipatory Action Accelerator, and 10 semi-structured interviews with a range of stakeholders.

The quantitative analysis covers a complete, one-by-one analysis of application data submitted to the Accelerator, and the aggregate results emerging from it. The goal of the dataset analysis was to understand:

- The geographical origins of the applications,¹
- The distribution in hazards approach,
- The type of emerging technology used,²
- The specific uses of those emerging technologies in the AA context,
- The maturity degree of the applications, and
- Mistakes between the self-identified maturity degree of the applications and the number of external users currently using the solution.³



Photo credit: Ezra Millstein / Mercy Corps

The application form, containing information such as the different options of potential hazards to choose from and the different classifications of the current stage/readiness of the pilot solution, can be found in Annex IV. In addition to reviewing applications, 10 semi-structured interviews were conducted to gain insight into the AA space and to capture applicant experiences. Key informant interviews included AAA applicants (4), AAA review panel judges (1), and experts from implementing, government, and private sector stakeholders involved in AA or innovation processes. (5). Interview guides and questions were developed in alignment with the study’s research questions and objectives and can be found in Annex II: Interview guidelines.

To guide interpretation, this report follows the 6R framework created by Rush et al. (2021)⁴ to explore humanitarian innovation ecosystems. This is used to analyse the characteristics of the Anticipatory Action

innovation ecosystem, identifying the Resources, Routines, Roles, Relationships, Rules, and Results emanating from the analysis while answering the previously stated research questions. Finally, based on this analysis, this report provides a set of recommendations.

Limitations

The main caveat to this study is that the focus is on one case study (Mercy Corps Ventures’ Anticipatory Action Accelerator) to infer the entire Anticipatory Action innovation ecosystem. The Accelerator represents only a portion of the wider AA ecosystem and may not fully capture the diversity of the broader AA innovation ecosystem and/or adjacent and overlapping ecosystems, such as startups, climate tech, or others. Similarly, the KII sample is relatively small and in some way connected to the AAA itself, so it is not free from bias. These limitations affect the generalizability of findings, as conclusions drawn from the research cannot be assumed to apply uniformly across all contexts or initiatives.

1 Following the M49 standard defined by the Statistics Division of the United Nations (n.d.).

2 Based on the 12 thematic clusters defined by Eulaerts et al. (2025), one of the most recent classifications of emerging technologies at the present date.

3 E.g., A pilot solution self-identifying at a current stage of 1 (Technology concept designed) over 5, and that claimed to have between 10 and 99 active external users currently using the solution was flagged as a potential mismatch.

4 See Table 1

Literature Review

Defining Anticipatory Action: Concept and Origins

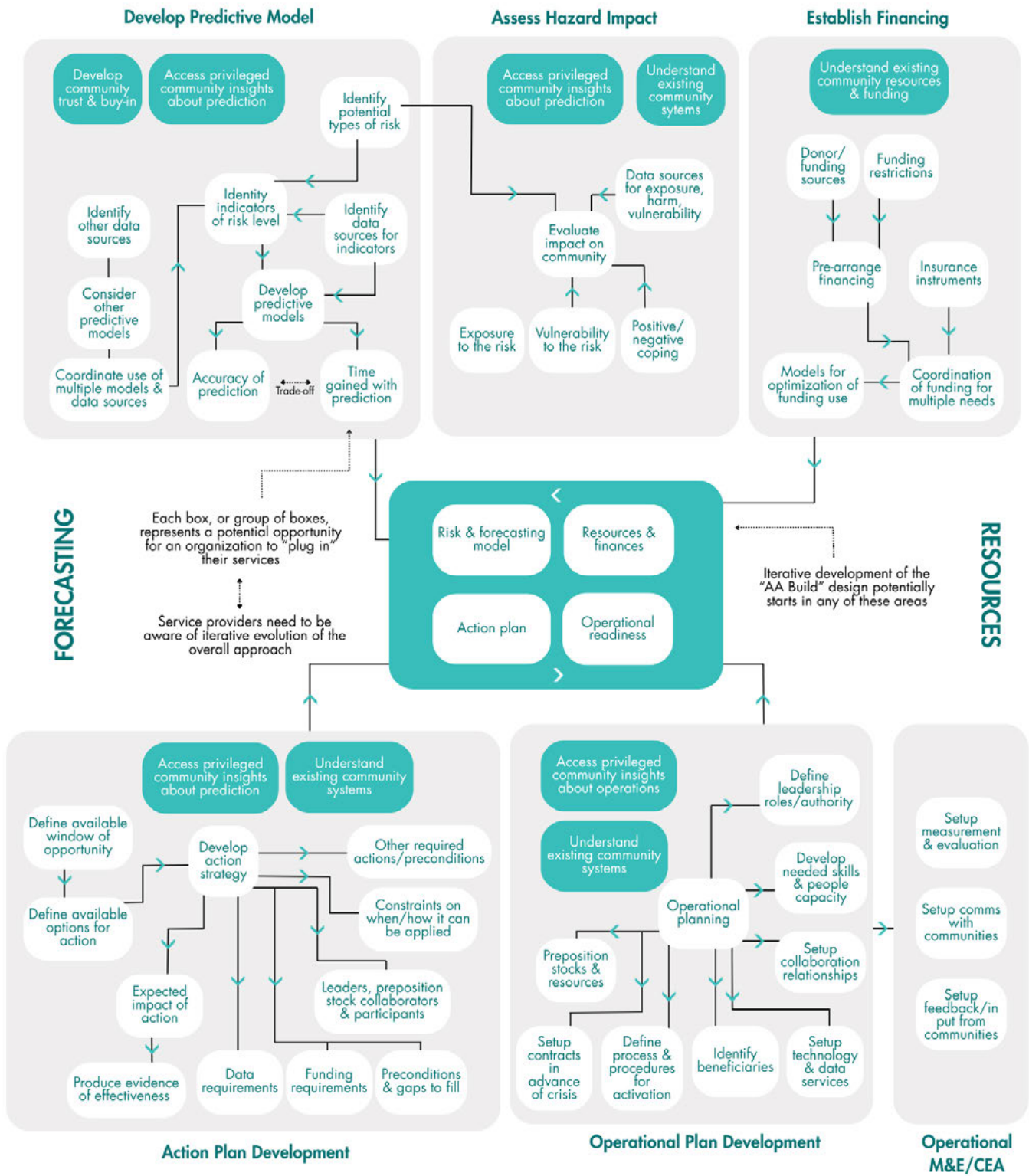
In recent years, the humanitarian sector has increasingly embraced Anticipatory Action as a transformative approach to crisis management. While the origin of the concept is unclear, Tammi (2025) argues that “the German Red Cross played a key role in shaping the concept of AA in the early 2010s when it was known as Forecast-based Financing or FbF”. Balcou (2021) traces AA roots back to earlier efforts in disaster risk reduction and early warning. Early Warning Systems (EWS) have existed since at least the 1980s to prevent and prepare for hazards. However, as Balcou argues, “until recently, they remained inefficient, if not non-existent, and underserved by humanitarian actors”. The 2011 famine in the Horn of Africa (consequence of a late emergency aid response, even though EWS had signs eleven months earlier) made the humanitarian sector aware of the need to abandon the pure reactive approach traditionally followed until then (Balcou, 2021; Dempsey & Hillier, 2012).

Since then, the concept of Anticipatory Action has been defined in multiple ways and is often mixed with other concepts such as early action (Balcou, 2021; Knox Clarke, 2022), although many authors have tried to define AA specifically. All the definitions coincide in the fact that Anticipatory Action are a set of actions executed before a crisis occurs to minimize or avoid its negative effects. Besides these general definitions, there’s also a set of technical characteristics that multiple authors find essential for something to qualify as AA. First, there must be a scientifically defined trigger to be reached to activate the measure, action, or plan (Anticipation Hub, 2025; Balcou, 2021; OCHA, n.d.; Tammi, 2025; UNDRR, n.d.). Second, there must be a pre-arranged financing secured ahead of time and automatically released when triggers are met (Anticipation Hub, 2025; Balcou, 2021; OCHA, n.d.; Tammi, 2025; UNDRR, n.d.). Evident in the literature is the ongoing challenge in harmonizing definitions and specific components and subcomponents of Anticipatory Action. For purposes of this study, Anticipatory Action is defined as:

Anticipatory Action is a series of pre-planned actions that are triggered when a certain threshold is reached to minimize the negative impacts of a forecasted crisis before it occurs, and that includes some type of pre-arranged funding (or other resources) to be distributed among the population at risk.

McClure and Montier (2024) further develop this approach and state that a key component between AA systems and “normal” humanitarian response is the distinction between a Build Phase (completed ahead of time) and an Activation Phase (triggered at the point of the emerging forecast). “Normal” humanitarian response typically initiates after crisis onset; AA, with the introduction of a Build Phase, makes decisions ahead of time. On the following page, the authors provide a blueprint of the sub-components that create the Build Phase in AA and that, therefore, are key to differentiating Anticipatory Action from traditional humanitarian response (Figure 1).

Figure 1: Blueprint of Humanitarian Anticipatory Action elements during a Build phase. Extracted from McClure and Montier (2024)



Humanitarian Innovation Ecosystems and Anticipatory Action

The term “ecosystem” applies a biological metaphor to the study of organisations and their relations, a resource that has been widely used before in the business field (Hannan & Freeman, 1977; Moore, 1993, 1996; Nelson & Winter, 1982; Trist, 1977). As such, Rush et al. (2021) classify the use of this term into at least four categories: (1) Innovation ecosystem, (2) Business ecosystem, (3) Entrepreneurial ecosystem, and (4) Knowledge ecosystem. As this paper focuses on understanding the drivers of technology innovation, the Anticipatory Action context, the innovation ecosystem approach is the most suited here.

Rush et al. (2021) suggest a 6 “Rs” approach to understand the components of an innovation ecosystem applied to the humanitarian sector (i.e., a Humanitarian Innovation Ecosystem). Beyond a pure theoretical definition, the authors show the characteristics of these 6 Rs in the humanitarian field. (Table 1). Rush et al. (2021) provide a complete analysis of the humanitarian innovation ecosystem and its challenges, and it is essential to understand the very concept of “innovation ecosystem” applied in a humanitarian context. However, while certainly Anticipatory Action belongs to the humanitarian realm, it is worth exploring the unique characteristics that could categorize it as a humanitarian innovation (sub-) ecosystem.

Rs	Definition	Characteristic
Resources	What resources (finance, time, knowledge, technologies) are available for humanitarian innovation, and how are these deployed?	<ul style="list-style-type: none"> Chronic funding shortage, with only a fraction of 1% of turnover spent on innovative activities, which compares unfavourably with other economic sectors Lack of “join-up” funding that would allow innovations to move smoothly from search to implementation and then to scale Low investment in search and discovery Reactive approach: Resource allocation often occurs on a crisis-driven basis rather than from a systematic assessment of needs or strategic use of resources The structure of available finance often favours process or diagnostic innovations that require less upfront investment over product innovations Funding is rarely available for multiple rounds of iteration or for the evaluation of pilot results
Routines	What are the specific ways in which processes work in the sector, and how well do they work? What are the dynamics of these routines?	<ul style="list-style-type: none"> Tendency for informal and ad hoc processes. Few examples of consistent or formalized processes. Innovation gaps rarely lead to initiatives to identify possible solutions Operational learning focuses more on accountability or effectiveness rather than on learning or improving responses

TABLE 1: THE 6RS OF THE HUMANITARIAN INNOVATION ECOSYSTEM. ADAPTED FROM RUSH ET AL. (2021)

Rs	Definition	Characteristic
Routines	What are the specific ways in which processes work in the sector, and how well do they work? What are the dynamics of these routines?	<ul style="list-style-type: none"> • Innovation methods like facilitating creativity, prototyping or design thinking are rarely used in the sector • Very low tolerance of the risk in the face of ethical concerns, and a lack of focus on evidence and evaluation • Low familiarity among humanitarians with how market mechanisms work or how they might be used in the pursuit of humanitarian innovation. Certain degree of arbitrariness that determines which innovations can be successfully scaled and which are not.
Roles	Who plays what roles in innovation efforts and processes? Are there observable patterns? What, specifically, are the roles of innovators, end-users, front-line workers, brokers, researchers, the private sector, and non-traditional actors?	<ul style="list-style-type: none"> • Huge diversity of actors, including UN agencies, international NGOs, national NGOs, governments, academia, the private sector, the military, civil defence groups, and affected communities • Innovation needs and opportunities typically originate from frontline workers, national counterparts, and end-users • Recipients of aid are rarely involved in innovation processes • Large organisations tend to take the role of coordinating the collection and synthesizing information on patterns of signals. • In large organisations, there are few if any roles that can explore the potential and scope of innovation. When there has been success, it has been because actors have invited other actors to share their potential solutions specifying some minimum conditions for new products and processes • Exploration often occurs through “maverick” operators who challenge dominant practices • Involvement of external actors like academia, science, innovation specialists, and private-sector organisations can be critical; however, it can be problematic if their efforts are not based on clear specifications from the humanitarian sector (i.e. providing solutions to perceiver, rather than real, requirements) • Despite acknowledging the importance of resources for scaling, there is a lack of strategic innovation management approaches during the implementation and testing stage.
Relationships	What kinds of relationships and networks exist between actors in the innovation ecosystem (e.g. competitive, collaborative, contractual, commercial, etc.) and how do these shape innovation efforts?	<ul style="list-style-type: none"> • Relationships during search and discovery are often formed “on the fly”, lacking a common understanding or trust essential for successful innovation • Contractual relationships between donors and implementers, and between implementers and national partners, can inhibit the exploration of new ideas, as implementers are pressured to provide certainty and adhere to standard operating procedures • Certain networks are a “closed circle” that contains the “usual suspects”. This limits participant diversity and innovation.

TABLE 1: THE 6RS OF THE HUMANITARIAN INNOVATION ECOSYSTEM. ADAPTED FROM RUSH ET AL. (2021)

Rs	Definition	Characteristic
Relationships	What kinds of relationships and networks exist between actors in the innovation ecosystem (e.g. competitive, collaborative, contractual, commercial, etc.) and how do these shape innovation efforts?	<ul style="list-style-type: none"> Engagement with the private sector is problematic due to cultural barriers and perceptions that the private sector only seeks profit, while the private sector complains that it is unclear what form of support is needed. This leads to the private sector working in parallel to the formal humanitarian sector, developing and testing their own innovations directly. When the private sector works with the humanitarian sector, it tends to be on incremental innovation rather than radical innovation Long-standing tension with national and local organisations which have not been integrated into humanitarian responses and now in humanitarian efforts
Rules	What formal and informal rules pertain to the humanitarian innovation? How do they serve to shape roles, determine relationships and resource allocations, and shape innovation processes?	<ul style="list-style-type: none"> Agencies prioritize accountability and standards, which impacts the willingness to take risks There is no clarity on how discovery efforts will be used in innovation investment decisions Informal rules (professional and organisational expectations and norms) tend to favour incremental improvements over more disruptive ideas The decision to scale is based on whether the new approach is as easy to deliver as what went before. To trigger a major system change, it is required an enormous amount of evidence
Results	How do innovation results get determined, and by whom, and what impact does this have on the success or otherwise of innovations?	<ul style="list-style-type: none"> The quality of data and evidence in needs and opportunity assessments is very uneven, ranging from peer-reviewed articles to subjective surveys, and rarely includes end-user validation or feedback Most innovations advance to the implementation phase based on common sense, anecdotes, and institutional interests, partly due to the lack of tradition and means to collect evidence of effectiveness and efficiency. Many pilots are not formally or independently evaluated due to a lack of resources

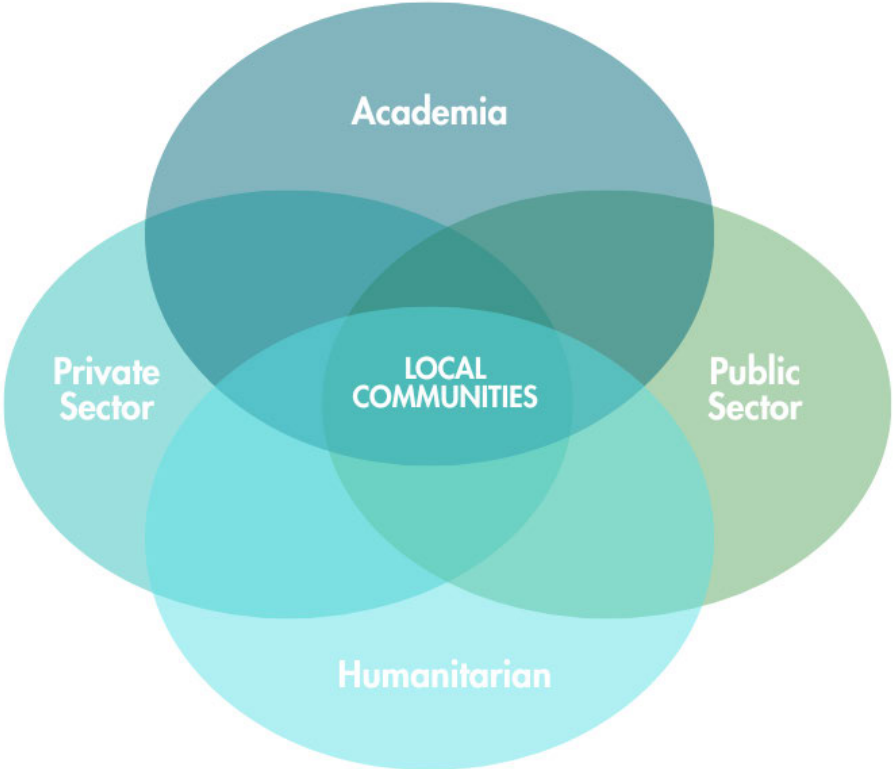
TABLE 1: THE 6RS OF THE HUMANITARIAN INNOVATION ECOSYSTEM. ADAPTED FROM RUSH ET AL. (2021)

Literature on what forms the Anticipatory Action ecosystem is scarce, and even scarcer when talking about the innovation ecosystem. The Anticipation Hub identifies a coordination model for AA, which could be correlated to Talmar et al. (2020)'s "Actors" and slightly to Rush et al's (2021) "Roles" (Figure 2).

Nonetheless, the model provided by the Anticipation Hub does not explain the "ecosystem" variable applied to Anticipatory Action, as it does not include how actors relate to each other, what their role is, what rules govern this system, what resources are being used, and what type of activities are being developed.

McClure and Montier (2024) analyse the building blocks that form AA activity and how these provide value (following Talmar et al. (2020)'s approach), but they do not (or intend to) provide a systematic explanation of the actors and their roles and relations. Therefore, it is arguable that there is an existing literature gap in the definition and explanation of the Anticipatory Action innovation ecosystem.

Figure 2: Form of coordination between stakeholders. Adapted from Anticipatory Hub (n.d.)



Emerging Technologies in Anticipatory Action

Rotolo et al. (2015) aimed at providing a definition to fill the gap of what classified a technology as “emergent”. The authors identified five key attributes that characterized an emerging technology: (1) radical novelty, (2) relatively fast growth, (3) coherence, (4) prominent impact, and (5) uncertainty and ambiguity. In this context, as the authors argue, it is important to highlight the fact that these attributes (emergence attributes) “provide an indication of emergence when they are considered in the domain in which the given technology is arising and therefore in relation to other technologies that may exist in that domain (...) these attributes are likely to co-evolve and assume very different levels over different periods of emergence” (Rotolo et al., 2015, p.1833). Even some classify technologies as emergent based on their potential effects. The National Science and Technology Council (NSTC) (2024, p.1) classifies (critical and) emerging technologies as “a subset of advanced technologies that are potentially significant to U.S. national security”.



Photo credit: N Shrestha / Mercy Corps

While emergent technologies present a set of common characteristics, these characteristics are relative to other technologies. What today is emergent, tomorrow may not be, as the characteristics evolve (e.g., novelty is not radical anymore, or uncertainty and ambiguity decrease). It is an extremely dynamic field that can change in a really short time span. For instance, less than 5 years ago, Yenageh (2021) identified 19 emerging technologies; none of them was artificial intelligence. On the other hand, Eulaerts et al. (2025) detected 221 emerging technologies just over the course of 2024; artificial intelligence is an entire cluster with 25 emergent technologies.

Therefore, due to the very broadness of the “emergent” concept and its same dynamism, it is difficult (or impossible) to agree on a closed list of emerging technologies existing in the present moment. The classification of emerging technologies is therefore rather a priority matter; what for the European Commission might be a key emerging technology, like multimodal hate speech detection (Eulaerts et al., 2025), for the United States government might not. For instance, while the Eulaerts et al. (2025) classify these 221 emerging technologies in 12 clusters, the NSTC (2024) identifies 18 technology areas with 131 subfields. While some might coincide, the classification differences are notorious; there’s no such thing as a complete, closed list of all the present emergent technologies.

Despite the confusion regarding what classifies as an emerging technology, the literature makes clear the potential and effectiveness of (new) technologies to play a key role in improving the efficiency and effectiveness of operations in the humanitarian sector (OCHA, 2021; Ólafsson, 2024; Paillé et al., 2024; Zarei et al., 2024), and specifically in Anticipatory Action, including technologies such as blockchain (Hard et al., 2024), artificial intelligence and machine learning (Anticipation Hub, n.d.; Balashankar et al., 2023; Kjærøum and Madsen, 2024; Isaev et al., 2024) earth observation (Anticipation Hub, n.d.) or mobile technology (Thornton & Acland, 2024) among others. As can be observed, organizations and academics are paying attention to the possibilities of technology in the humanitarian field, and particularly Anticipatory Action show how these technologies can be applied to drastically improve its procedures. In addition to this, technologies offer the potential to solve contemporary challenges related to the declining funding of humanitarian aid by improving efficiency in specific operations and actions.



Photo credit: Ezra Millstein / Mercy Corps

Literature Summary

The literature review shows the evolution of Anticipatory Action into a distinct humanitarian approach defined by its pre-planned, science-based triggers and pre-arranged financing mechanisms. Although authors generally agree on these foundational characteristics, the field still lacks a standardized and harmonized definition, with different conceptualizations of its components and subcomponents persisting. Similarly, while the concept of “innovation ecosystem” has been widely applied, research on the specific Anticipatory Action innovation ecosystem remains scarce. In this context, emerging technologies have been consistently highlighted for their transformative potential. Yet debates persist around what qualifies as “emerging” due to the dynamic and context-dependent nature of technological classification.

Taken together, the literature indicates both the growing strategic importance of Anticipatory Action in humanitarian practice and the significant conceptual and practical gaps that remain. Further research should therefore focus on consolidating definitions and characteristics and mapping ecosystem structures in the field.

Analysis of Data: Anticipatory Action Accelerator (AAA) As An Evidence Base

Quantitative Analysis

For this study, researchers analysed 232 individual project proposals, or applications, to the Anticipatory Action Accelerator. Proposal analysis focused on (1) the geographical origins of the applications,⁵ (2) the distribution in hazards approach, (3) the type of emerging technology used,⁶ (4) the specific uses of those emerging technologies in the AA context, (5) the maturity degree of the applications and (6) mistakes between the self-identified maturity degree of the applications and the number of external users currently using the solution.⁷ From those 232 proposals, 68 proposals were identified as non-eligible for the scope of this research and were eliminated from the analysis.⁸ Thus, 164 proposals were included in the final quantitative analysis.

5 Following the M49 standard defined by the Statistics Division of the United Nations (n.d.), which divides the world in 21 sub-regions.

6 Based on the 12 thematic clusters defined by Eulaerts et al. (2025), one of the most recent classifications of emerging technologies at the present date.

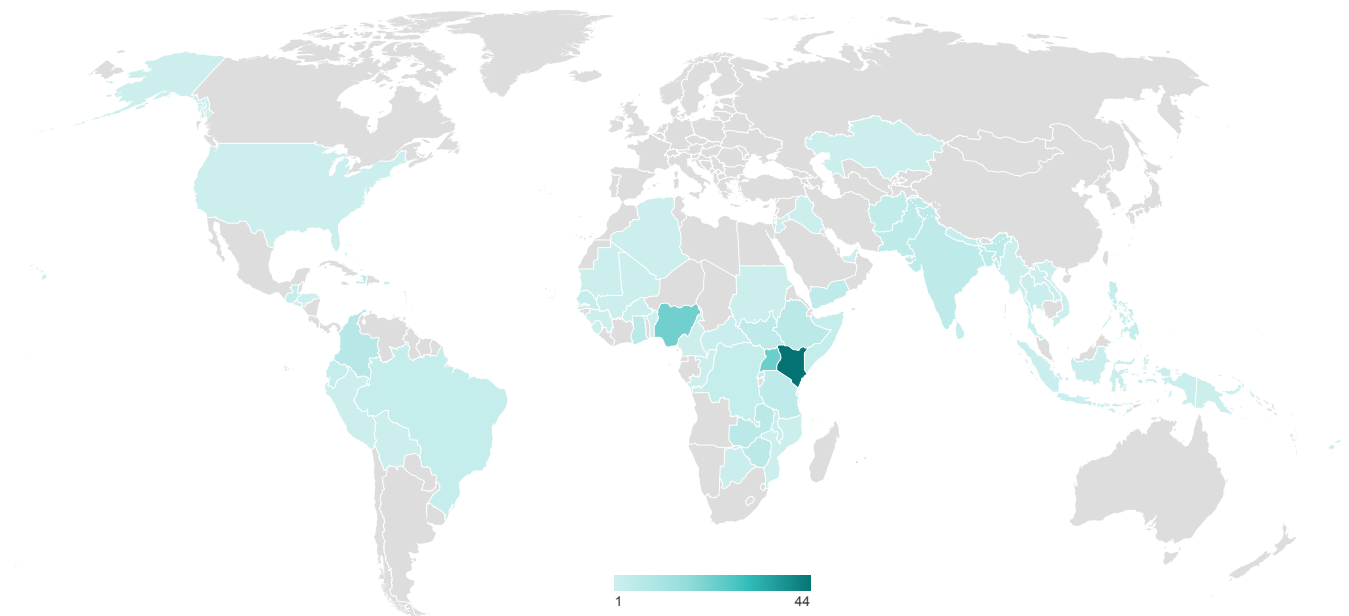
7 E.g., A pilot solution self-identifying at a current stage of 1 (Technology concept designed) over 5, and that claimed to have between 10 and 99 active external users currently using the solution was flagged as a potential mismatch.

8 These reasons include proposals that could not be classified as AA, repeated proposals, and proposals with missing information and/or material.

Geographic Analysis

Following the United Nations Statistical Division (UNSD) (n.d.) M49 standard,⁹ the 164 proposals were categorized based on the specific sub-region where each pilot project was intended to take place.¹⁰ As observed in the analysis, there are 164 analysed proposals distributed across 57 states (Annex I). Eastern Africa is the epicentre, hosting 66 proposals (40.2%). Western Africa follows with 26 proposals (15.9%), and Southern Asia accounts for 20 proposals (12.2%). Combined, these three regions host more than two-thirds of all proposals (68.3%). South American (9.1%), South-Eastern Asia (5.5%), and Western Asia (4.9%) form a second tier. The Caribbean, Central America, and Middle Africa each register fewer than 4% of the proposals. Melanesia, Southern Africa, Central Asia, Northern Africa, and Northern America are marginal in numerical terms. Other regions are entirely absent.

Figure 3: Geographic distribution of applications. Source: Author's own (n = 232)



Kenya accounts for 30 proposals, representing 18.3% of the entire sample. Nigeria and Uganda each contribute 14 proposals (8.5% per country). These three states therefore absorb more than one-third of all proposals (35.3%). In contrast, 33 countries (57.9% of the total) appear only once; collectively, they attract just 20.1% of the proposals. From a continental point of view, Africa dominates, capturing roughly 58% of the proposals. Asia holds about 23%, the Americas 16%, and Oceania scarcely more than 1%. (Figure 3).¹¹ A complete list of applications per country is provided in Annex I: Applications broken down by country and region where innovation will be applied.

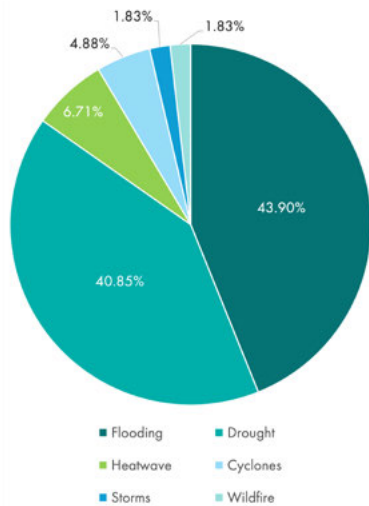
9 A coding system that uses unique three-digit numerical codes to identify countries and areas for statistical use, developed by the UNSD, that divides the world in 21 sub-regions.

10 Regions that are not mentioned are regions that did not have any proposal presented.

11 1 proposal from Puerto Rico and 1 proposal from the West Bank were not included in the analysis because they were not included as countries in the INFORM Risk report (2025).

Climate Risk Analysis

Figure 4: Number of applications by addressed climate risk (n=164)

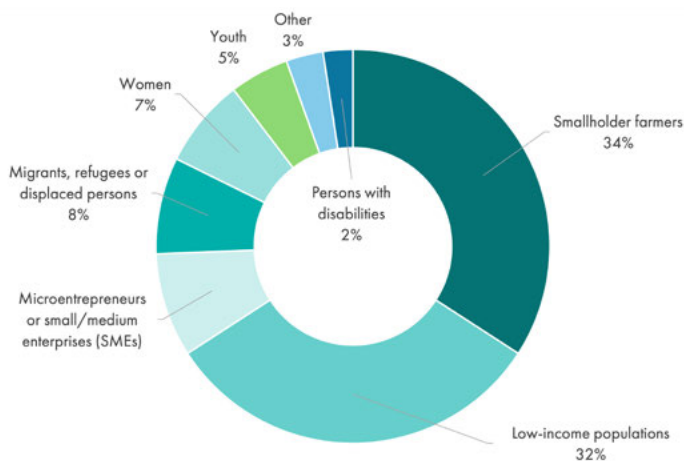


Flooding (72 proposals, 43.9%) and drought (67 proposals, 40.9%) account for 139 proposals (84.8% of all the proposals), while the remaining four hazards (heatwaves, cyclones, storms, and wildfires), combined, account for the addressed hazard in 15.2% of all the proposals. Nine of the fourteen represented M49 regions are led by flooding; three are led by drought. The pair-dominance pattern of drought and flooding is present in Africa (where 92% of the proposals address either drought or flooding), America (81.5%), and Asia (70.3%). Figure 4 is a breakdown of the climate risks that the potential solutions are addressing.

Interestingly, when the hazard & exposure index is crossed with the number of proposals per climate risk, per country, we see variable correlation.^{12 13}

- **Floods**¹⁴ show a very weak positive correlation¹⁵ of ~0.10, which means there is a very weak positive correlation between flood risk level and the number of proposals a country submitted per flood.
- **Droughts** show a weak but positive correlation of ~0.20, meaning that countries facing higher drought risk were somewhat more likely to submit drought-related proposals.
- **Cyclones** show a weak positive correlation of ~0.27, suggesting that countries with higher cyclone risk were somewhat more likely to submit cyclone-related proposals. This reveals a relatively significant finding: although there is some alignment between hazard exposure and the number of proposals, correlations remain weak. This suggests that the number of proposals per climate risk (and, subsequently, per country) is influenced by additional factors.

Figure 5: Distribution of applications by target user (n = 164)



Target User Analysis

Figure 5 illustrates the distribution of applications per user group that the potential solutions were addressing. 65.8% of all pilots target either smallholder farmers (34.15%) or the low-income population (31.71%), leaving just 34.2% for all other groups combined. Persons with disabilities (2.44%) are the least served segment. Youth (4.88%) and women (7.32%) are the next two segments. Combined, these three segments are the target users of just 14.53% of all the proposals. While this analysis acknowledges that vulnerable populations can

12 Heatwaves, wildfires and storms were not included in the analysis because they were not present in the INFORM Risk report (2025)

13 The hazard and exposure index was accessed through the INFORM Risk report. The index was developed by the Joint Research Centre (2025) of the European Commission.

14 The INFORM Risk report (2025) identifies two flood types: coastal floods and river floods. The highest value of each country was taken for the analysis

15 Pearson correlation based on own calculations. N=191 countries.

exist as a subgroup of virtually any population group, the applications submitted resulted in the systematic exclusion of these specific vulnerable populations as the main targets addressed.

Technology Analysis

Figure 6: Number of proposals per Eulaerts et al. (2025) classification of emerging technology clusters.
 * Information and Communication Technologies cluster includes the use of blockchain, which was the only technology present in this cluster

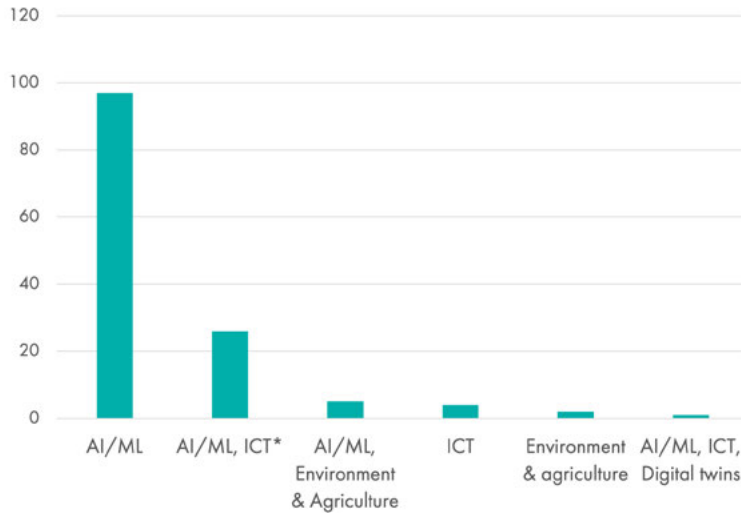
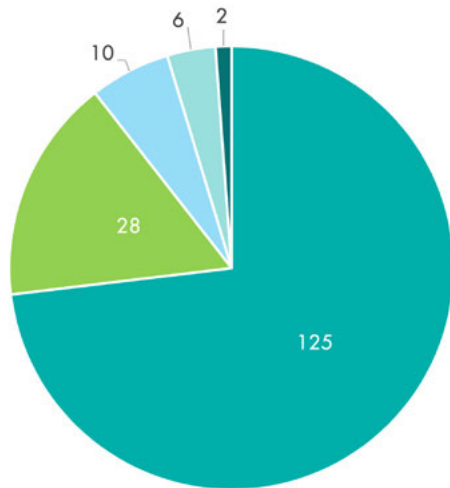


Figure 7: Number of proposals by goal of the employed emerging technology (n = 164)



- Improve forecasts or predictive analysis
- Improve payments process
- Improve access to energy
- Improve relationship with the user
- Improve environment conditions

According to the mapping of emerging technologies developed by Eulaerts et al. (2025), from the 164 analysed proposals, 29 proposals (17.68%) could not be considered to have an emerging technology as a core element of the solution. Figure 6 is the breakdown of the remaining 135 proposals that had at least one emerging technology as a core element of the solution, following the clusters developed by Eulaerts et al. (2025).

129 proposals (95.55%) had Artificial Intelligence and Machine Learning (AI/ML) as a core emerging technology in their solution. 32 proposals (25.92%) use a combination of two or more emerging technologies. Only 6 proposals (4.44%) do not present Artificial Intelligence and Machine learning as a core emerging technology in their solution.

Regarding the functions that the proposals expected from the emerging technologies, these were broken down into supporting forecasts or predictive analysis, improving payment processes, improving access to energy, improving the relationship with the user, and improving environmental conditions (Figure 7).

Pilot Solutions Stage Analysis

Figure 8: Distribution of proposals by current state of the solution (n = 164)

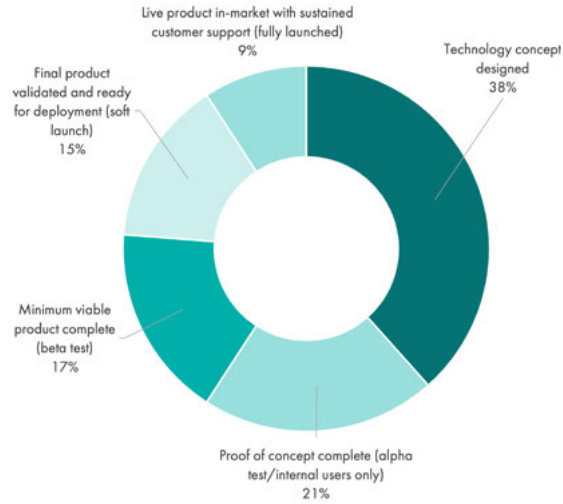


Figure 10: Distribution of proposals by active external users currently using the presented solution (n = 164)

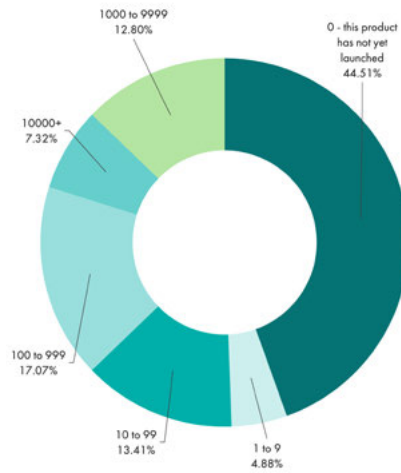


Figure 9: Number of proposals with potential mismatches in their claimed current stage (n = 48)

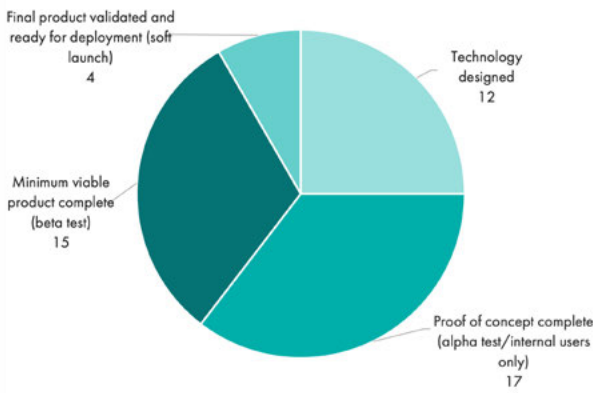
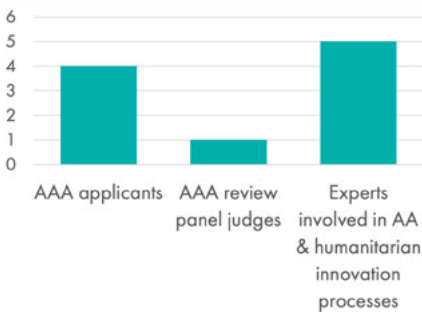


Figure 11: Summary of respondents participating in semi-structured interviews for this study



A majority of applications proposed technological solutions in the concept design phase. (Figure 8). Only a little over 20% of all applications were validated or fully launched. This is reflected in the number of active external users of the technology. The majority of applications (63%) reached less than 100 active external users (Figure 10).

However, 48 proposals (29.26% of all 164) showed some kind of mismatch between the current stage of the pilot solution and the active external users who claimed they were currently using the solution (Figure 9). For example, a pilot solution self-identifying at a current stage “1 - Technology concept designed”, which claimed to have “10-99 active external users currently using the solution”, was flagged as a potential mismatch. Similarly, applications that have declared themselves as already functional with external users (stage 4-5) and then declared 0 active users have also been considered a mismatch.

Qualitative Analysis

Semi-structured interviews were conducted with applicants to three principal groups of stakeholders: applicants, review panel judges, and experts in AA or innovation in humanitarian contexts (Figure 11). Interview guides and questions were developed in alignment with the study’s research questions and objectives and can be found in Annex II: Interview guidelines. The interviews have been anonymized to guarantee the confidentiality and privacy of participants, protecting them from potential risks associated with the disclosure of personal views or experiences. Anonymization also reduces the likelihood of bias or

influence on future interactions, safeguarding the integrity of both the research process and its outcomes. To anonymize the participants, they have been given the alias of PX, where X is a random and unique number attributed to each participant.

The analysis of the semi-structured interviews is presented in Annex III: Interview analysis. The main topics identified across interviews were established after the first round of analysis. During the second round of analysis, every instance in which it was mentioned in some way was recorded. To support the presentation of the analysis, a series of verbatim quotes (i.e., literal extracts from interview transcripts) has been identified.

Findings

Framing Anticipatory Action As An Ecosystem

The Anticipatory Action innovation ecosystem has expanded in visibility but remains structurally constrained. Growth is occurring through isolated pilots rather than systemic integration through an institutionalization process. The field's centre of gravity sits with a few large humanitarian actors that define key aspects (such as standards) while governments, smaller NGOs, the private sector, academia, and communities remain peripheral as active stakeholders. This asymmetry, reinforced by fragmented relationships, sustains a “circle of usual suspects” and limits diversity and scalability.

Resource conditions shape these outcomes. The ecosystem is technologically rich in forecasting yet narrow in its overall portfolio, with a marked dependence on artificial intelligence and machine learning. This concentration risks crowding out other relevant technologies and producing participation asymmetries in favour of actors with technical capacity. Cost and knowledge barriers are high, as they are intrinsically related to these technologies. Many humanitarian organizations and communities lack the skills to track emerging technologies or implement them effectively, creating a misalignment between sophistication and absorption capacity. Data scarcity and inaccessibility compound these barriers and introduce regional asymmetries, since many stakeholders must generate their own data. Financial resources are comparatively scarce, fragmented into short project cycles, and misaligned with climate uncertainty and multi-year validation needs. Promising solutions are abandoned when funding windows close, and the ecosystem fails to generate robust evidence of impact, slowing institutionalization.

Innovation routines reflect and reproduce these constraints. Anticipatory Action is primarily “projectized”, not integrated in national systems, which leads to duplication of initiatives and weak sustainability. Innovation is largely incremental, optimizing existing tools rather than advancing disruptive approaches, in a low-risk culture bounded by accountability demands and short timelines. End-users and communities are largely absent from co-design and evaluation, which raises last-mile risks and weakens fit to local contexts. Monitoring, evaluation, and learning are underfunded and non-standardized, leaving a weak evidence base and reducing scalability and transferability. Accelerator programs offer partial pipelines and brokerage but can remain constrained by donor geographies and language barriers.



Photo credit: N Shrestha / Mercy Corps

Roles are asymmetrically distributed. Large humanitarian organizations dominate agenda-setting and advocacy. Smaller humanitarian organizations either rely on informal networks for innovation or, when specialized, seek field-testing opportunities without structured pathways to consolidate their roles. Governments are expected custodians of AA, yet integration into national disaster management remains limited. However, their commitment is pivotal for moving from pilots to policy. Academic engagement is fragmented and often opportunistic, and it often comes from Global North institutions. The conventional private sector is underutilized due to perceived incentive misalignments and absent brokering mechanisms, where it engages, contributions remain incremental. Communities remain marginal in the conceptualization of initiatives, which undermines legitimacy and implementation.

Relationships are fragmented and uneven. Humanitarian actors often mediate with governments, but governments are sometimes treated as passive recipients and can be sceptical of untested approaches, which slows policy adoption and reduces ownership. Ties with communities can be weak, creating trust gaps and limiting operational effectiveness. Technology innovators and humanitarian actors often operate in parallel, and almost always with ad hoc, project-specific collaboration that rarely matures into durable partnerships. Most partnerships form around calls and short funding windows dissolve when the project ends. Systematic structures for collaboration are the exception, not the norm.

Rules are inconsistent and unevenly understood. Conceptual ambiguity persists around what constitutes Anticipatory Action, leading to mislabelling and mismatched expectations. Funding rules favour short-term, project-bound solutions and often privilege incremental progress demonstrable within tight cycles, discouraging longer-term testing aligned with climate and hazard realities. Compliance norms further tighten risk tolerance and reinforce conservatism. Policy frameworks that could anchor AA vary widely across countries and sometimes can even be absent.

The results mirror these structural features. Adoption has grown slowly over the past five years, concentrated in hazards that align with available forecasting technologies, especially floods and droughts, while other hazards remain underexplored. Definitions of “success” can vary across actors and for some can be more aligned with compliance or technological milestones rather than beneficiary well-being. Communities face absorption challenges, leaving a gap between innovation outputs and lived outcomes. Evidence generation and dissemination are systemic weak points: evaluators are rare, and lessons remain siloed; thus, knowledge exchange and cross-learning are limited.

Key Findings

1. Ecosystem is structurally constrained by “circle of usual suspects”
2. The technology portfolio is narrow and concentrated on AI/ML forecasting
3. High cost, knowledge, and data barriers limit participation
4. Financial resources are fragmented and misaligned with validation needs
5. Innovation remains projectized, not integrated into national systems
6. End-users and communities are absent from co-design processes
7. Actor roles and relationships are asymmetrically distributed and fragmented
8. Conceptual ambiguity and short-term funding rules persist
9. Weak evidence base and limited knowledge exchange

Discussion

Anticipatory Action Innovation Ecosystem Insights

One of the main constraints that the Anticipatory Action innovation ecosystem faces is not the absence of tools, but the absence of a shared conceptual foundation that can organise how those tools are designed and used. A harmonized definition of AA, anchored on three non-negotiable elements (scientifically defined triggers and thresholds, pre-arranged financing, and pre-planned interventions) would provide these foundations. When these elements are codified across policies and donor guidance, it can become clearly distinguishable from Disaster Risk Reduction or generic early action, enabling more coherent programming and clearer expectations among actors. A global operational framework can then function as a common reference point for funding and program design, allowing contextual adaptation while preserving core AA principles. Within this framework, the notion of “innovation” must be broadened so that financial, institutional, and social innovations are recognised as equally legitimate contributions, rather than treating digital tools as the only or primary innovation pathway.



Photo credit: Ezra Millstein/Mercy Corps

Building on this conceptual base, effective **AA depends on systematic investment in transversal features, rather than on isolated projects**. From a human capacity perspective, structured capacity-building programs can expand the pool of actors who are able to adapt and operationalize emerging technologies; therefore, funding eligibility could be tiered to participation in capacity-building activities. There is also a need to address **a clear data deficit that requires interoperable platforms and shared repositories combined with open data standards**, which could be complemented by regional data hubs that reduce dependency on external providers and lower entry barriers for smaller organisations. Data collaboration can become an expectation once interoperable schemes and standard data-sharing clauses are widely adopted. In addition to this, financing models need to move from short, rigid project cycles towards multi-year, flexible windows that allow for iterative testing over multiple seasons and hazards. At the same time, **diversifying the innovation portfolio is essential**: targeted incentives for non-forecasting innovations and challenge windows that explicitly exclude AI/ML forecasting can promote solutions such as cash delivery

or last-mile implementation (including communication with at-risk communities). Support mechanisms should also be calibrated to the maturity of each solution (e.g., differentiate programs for TRL in the case of technologies, number of active users, if there is an MVP or not, etc.), with clearly defined stages guiding how programmes are structured, and resources are allocated, ensuring that needs and offered resources are matched.

A further implication of this analysis is that durable impact in AA will depend on shifting from pilots to systems and on reconfiguring ecosystem roles accordingly. AA projects should include a clear pathway for integration into government structures, with milestones that reflect genuine co-ownership rather than external delivery. Large humanitarian organizations should be repositioned as technical enablers

and brokers who support governments (which act as custodians of AA), while donor funding windows are aligned with government planning cycles so that successful approaches can be absorbed into national strategies. Thus, ecosystem building in this perspective requires collaboration that is more structured and more diversified. For instance, the inclusion of specific requirements can ensure that hazard coverage extends beyond floods and droughts, and that women, youth, and persons with disabilities are more specifically targeted. Also, reducing geographic concentration requires providing multilingual application materials, enabling local-language processes, tying awards to substantive involvement of local organizations, and ensuring that dissemination occurs in local languages rather than exclusively in English.

Formal brokerage mechanisms can be used to ensure that partnerships outlast grant cycles and that roles and responsibilities are clearly defined. **End-user participation must move from being a desirable add-on to a non-negotiable checkpoint** through institutionalised community co-design and validation. In parallel, private sector engagement must be de-risked through a mix of instruments such as attractive

intellectual property terms and blended finance instruments such as guarantees and milestone-based payments, prioritizing the participation of social businesses while also opening channels for conventional firms, encouraging the co-development of solutions with humanitarian actors and governments that align commercial incentives with humanitarian objectives. Universities and research centres, especially local ones, must be integrated as core actors through mechanisms such as the creation of joint chairs, applied labs, and guaranteeing and promoting their participation in consortia linked to AA. To facilitate the integration of the ecosystem, it is necessary to promote mechanisms such as the requirement of coalition bids, the signing of Service Level Agreements or Memorandums of Understanding, the creation of forum-like spaces (like Communities of Practice), etc. Brokered deals must be tracked as a core KPI in each AA initiative.

A mature AA innovation ecosystem must be governed by evidence and learning rather than by isolated success stories. A sector-wide evidence architecture must be built around a common results framework that enables systematic comparison across contexts and programs. However, while adequate MEL budgets



Photo credit: T Aina / Mercy Corps

are essential, the evaluation approaches must be explicitly designed not to stifle innovation, leaving room for quasi-experimental and other adaptive methods that can handle uncertainty and iteration. Therefore, eligibility for funding must be linked to demonstrable use of evidence in program design, reinforcing a culture of informed decision-making, while dedicated spaces for radical innovation ensure that high-uncertainty ideas without prior evidence can still be explored. Learning loops must be meant to be institutional, with community validation built in. This could be supported by a curated multilingual knowledge hub and cross-regional learning cohorts; peer-learning networks can ensure that hard-won experience circulates instead of remaining trapped.

Anticipatory Action Accelerator Insights

This study set out to understand the Anticipatory Action innovation ecosystem, and, within it, the specific role played by the Mercy Corps Ventures Anticipatory Action Accelerator. The evidence confirms that AA has consolidated as a distinct humanitarian approach, yet conceptual and operational ambiguities persist across the field, particularly in the harmonization of definitions and components, which complicates coordination and learning at scale.



Photo credit: M Samper/Mercy Corps

At the ecosystem level, resources, routines, roles, relationships, and rules remain uneven. **The base is skewed toward forecasting technologies, with heavy dependence on artificial intelligence and machine learning, and relatively limited investment in non-forecasting functions.** This creates capability asymmetries and exacerbates barriers for organizations without advanced technical skills. AA remains largely projectized and short-cycle, discouraging risk-taking and limiting institutionalization within national disaster management systems. End-user participation is sporadic, undermining contextual fit and sustainability. Roles and relationships continue to rely on ad hoc collaborations, with weak brokerage and limited mechanisms to align incentives across the Quadruple Helix.

The Accelerator mechanism has the potential to intervene precisely where these ecosystem frictions concentrate. In the AAA case, a complete cohort analysis shows a strong pipeline of applicants but also reveals concentration patterns that mirror wider ecosystem biases. **Geographically, applications cluster at**

the continental level (primarily Africa), within specific regions (notably Eastern Africa), and countries (Kenya, Nigeria, and Uganda). Hazard coverage is dominated by flooding and drought. Minority groups such as women, youth, and persons with disabilities are underrepresented. On the technology side, AI/ML features are in most proposals, and the main purpose of the technology is to improve forecasting capabilities. These patterns confirm both a substantial demand for acceleration and the need for design choices that counterbalance concentration effects and better align the AAA with the broader AA innovation ecosystem.

Positioned against this lens, **the AAA's potential systemic contribution is clear. It can rebalance the innovation portfolio by allocating finance and mentorship toward underserved functions and by investing in data access and interoperability, thus lowering entry barriers for smaller actors.** It can replace ad hoc discovery with repeatable, programmatic collaboration processes to form partnerships and can integrate end-user co-design as a non-negotiable practice. It can formalize brokerage and drive the shift from projectization to institutionalization in the scale-up process. It has the potential to standardize operational definitions of AA within its calls and learning outputs. Finally, programs like the AAA can institutionalize monitoring, evaluation, and learning (MEL) and operate a curated knowledge hub to close the evidence and dissemination gaps that currently block scaling.



Photo credit: Ezra Millstein/Mercy Corps

Within this context, **the AAA's core purpose is double. First, it acts as a broker that connects otherwise disjointed actors (private sector, humanitarian organizations, governments, funders, researchers, and civil society),** thereby addressing the relationship deficit identified in the ecosystem. Effective brokerage can formalize collaboration beyond the life of individual grants and enable pathway-to-policy conversations that would otherwise be unlikely to occur. Second, it acts as a standard-setting and signalling device. The Accelerator can clarify what “counts” as AA and thus contribute to policy and advocacy efforts to standardize the concept across institutions and donors.

The analysis also shows the distinctive advantages and limitations of accelerator mechanisms in humanitarian AA. **Accelerators can offer visibility and catalytic funding that attract high-potential solutions into structured pipelines while also introducing non-financial value, such as technical**

assistance and market access, features applicants explicitly seek in addition to grants. They can counter ecosystem inertia by creating thematic tracks that deliberately push beyond prevailing path dependencies, for example, by expanding hazards beyond floods and droughts. Yet accelerators can also reproduce asymmetries if specific mechanisms are not integrated to counterbalance their natural ecosystem inertia. Moreover, the AAA evidence highlights language and legacy-presence effects that shape who is likely to apply, making it necessary to adapt application procedures to each regional context.

A second design limitation relates to time horizons. **AA innovation requires multi-season testing to encounter at least one triggering event and iterate on designs. Accelerators can mitigate the projectization caused by short funding cycles by extending support windows to 18–24 months** and by structuring post-cohort continuity that links grantees to operational pilots and follow-on finance. Finally, these programs should aim for institutionalization of project outcomes rather than perpetuating the projectization dynamics that characterize the ecosystem.

Two strategic caveats should contextualize these conclusions. First, while the AAA provides a rich case through which to examine ecosystem dynamics, and its analysis has been enriched with qualitative interviews and desk research, a single program cannot represent the totality of the AA innovation landscape; generalization should remain cautious. Second, accelerators cannot substitute for national institutionalization. Lasting impact requires integration into government systems; absent that, even the best pilots risk remaining isolated successes. The Accelerator’s highest long-term value, therefore, lies in brokering durable arrangements among the Quadruple Helix actors and helping shift AA from projects to systems.

The AA innovation ecosystem is expanding, yet fragmented. **The AAA is well positioned to act as a catalytic mechanism that addresses the ecosystem’s failure points by helping clarify AA standards, rebalance portfolios, broker consortia, promote institutionalized scale-up, and generate comparable evidence.** If it integrates specific improvements to counterbalance the inertia of the AA innovation ecosystem, the Accelerator is in a strong position to help convert a fragmented pipeline into a system pathway, accelerating the maturation of the entire AA sector.



Photo credit: N Shrestha / Mercy Corps

Recommendations

Recommendation 1: Broaden accessibility and inclusion within the Accelerator

- Ensure that participation in the Accelerator reflects the geographic and social diversity of the wider AA community
- Translate application materials and guidance into major working languages, not only English. Create simplified and multi-language application tracks and allow for non-English applications.
- Disseminate calls through regional and local networks beyond traditional humanitarian hubs. Make this dissemination in local languages. Put extra efforts into disseminating in regions where Mercy Corps has less historical institutional presence.
- Introduce evaluation criteria that benefit solutions specifically aimed at vulnerable groups

Recommendation 2: Diversify innovations scope and support mechanisms within the Accelerator

- Make sure that funding cycles extend to a minimum of 18-24 months, enabling grantees to test solutions through at least one hazard and complete iterative refinement.
- Refine and specify the eligibility criteria of the program. Make sure there is a clear and specific definition of Anticipatory Action that is maintained throughout the whole Accelerator. Specify what technologies can be considered emerging technologies.
- Adopt evaluation criteria focusing on integration potential rather than purely technological novelty per se. Make sure that the application procedure is not intrinsically related to a technology per se (mainly AI/ML)
- Create thematic tracks that include different typologies of innovations according to their focus area in AA. Dedicate specific funding windows for key underrepresented innovation areas (such as last-mile communication and community engagement systems), for technologies that are not Artificial Intelligence and/or Machine learning, and for hazards that are not drought and floods. Focus on funding for evidence-based, incremental innovation and keep a funding window for radical and disruptive innovation.
- Differentiate support according to the maturity of participating solutions. Design separate pathways for early-stage ideas, minimum viable products, and scale-ready solutions, ensuring that evaluation criteria and provided resources are proportionate and adequate to each stage. Introduce concepts such as Market Readiness Level (MRL), Demand Readiness Level (DRL), or Technology Readiness Level (TRL) to measure business and technology maturity levels. Provide self-identification guides to the applicants.
- Complement and further reinforce financial awards with more structured non-financial support, such as domain-specific mentors and technical assistance. Pay specific efforts to facilitate exchanges with other organizations that are participating in the Accelerator and to capacity building.

- Introduce a pathway for post-acceleration continuity. Help beneficiaries for at least 12 months after program completion, aiming at scalability and institutionalization of the initiatives.
- Explore non-financial track possibilities for those high-quality proposals that did not manage to win.

Recommendation 3: Reinforce the Accelerator’s convening and brokering function

- Position the Accelerator as a neutral platform that facilitates structured collaboration among innovators, humanitarian organizations, governments, private sector actors, and research institutions.
- Move from ad hoc networking toward a formalized brokerage model that builds and maintains partnerships beyond the duration of individual cohorts. Institutionalize matchmaking mechanisms between potential collaborators through specific mechanisms that allow them to create partnerships and collaboration pathways. Create specific matchmaking platforms or mechanisms to facilitate collaboration and consortia creation among those interested in applying to the program.
- Disseminate and communicate the Accelerator activities to the academia (Research and Technology Centres, Universities) and non-humanitarian private sector (SMEs, start-ups, big corporations) to diversify the scope of the participants. Diagnose what they need to participate in the AAA and adapt the program to their needs.
- Require each project to define a collaboration pathway specifying which stakeholders will be engaged during design, testing, and scale-up.
- Make the participation of a government institution mandatory to institutionalize the potential outcomes of the project.
- Make the participation of end-mile communities (i.e., potential beneficiaries) a requirement in the conceptualization and/or implementation of the project.
- Introduce extra points in the evaluation criteria for consortia that include at least 1 partner from each part of the Quadruple Helix: civil society, academia, private sector, and government.
- Track partnerships created as a core performance indicator and establish mechanisms to facilitate the continuation of these partnerships even if their proposal turns out as not successful.
- Document collaborations to strengthen collective learning. Use insights from these experiences to continuously refine the Accelerator’s brokering role

Recommendation 4: Institutionalize learning and evidence generation within the Accelerator

- Integrate a systematic learning architecture across all Accelerator activities.
- Require all projects to include measurable objectives and defined indicators aligned with enhancing the Anticipatory Action ecosystem.
- Allocate specific resources and activities within the Accelerator for monitoring, evaluation, and learning (MEL). Adapt MEL activities to the status of each project, allowing for a more flexible assessment for

early-stage pilots.

- Ensure that evaluation frameworks capture not only technical performance but also inclusiveness and contribution to systemic ecosystem gaps.
- Create an accessible knowledge platform managed by the Mercy Corps Ventures to synthesize and disseminate initiatives and evidence from AAA applicants, including lessons learned and key insights. Promote open sharing of datasets and methods to strengthen transparency and replication.
- Formalize mechanisms to feed learnings and aggregated evidence into Mercy Corps Ventures' policy and advocacy, positioning the Accelerator not only as a funding platform but also as a system intelligence node in the Anticipatory Action innovation ecosystem.

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Annex I: Applications Broken Down By Region and Country Where Innovation Will Be Applied

M49 Region	Total	% of total	M49 Region	Total	% of total
Eastern Africa	66	40.2%	Central America	5	3%
Western Africa	26	15.9%	Middle Africa	4	2.4%
Southern Asia	20	12.2%	Melanesia	2	1.2%
South America	15	9.1%	Southern Africa	1	0.6%
South-Eastern Asia	9	5.5%	Central Asia	1	0.6%
Western Asia	7	4.3%	Northern America	1	0.6%
Caribbean	6	3.7%	Northern Africa	1	0.6%

TABLE 2: NUMBER OF APPLICATIONS PER M49 REGION (N = 164)

Country	Total	% of total	Country	Total	% of total	Country	Total	% of total
Kenya	30	18.29%	Brazil	3	1.83%	Bahamas, The	1	0.61%
Nigeria	14	8.54%	Ecuador	3	1.83%	Benin	1	0.61%
Uganda	14	8.54%	Guatemala	3	1.83%	Bolivia	1	0.61%
Colombia	7	4.27%	India	3	1.83%	Botswana	1	0.61%
Bangladesh	5	3.05%	Nepal	3	1.83%	Cameroon	1	0.61%
Ghana	5	3.05%	Philippines	3	1.83%	Central African Republic	1	0.61%
Tanzania	5	3.05%	Senegal	3	1.83%	Congo, Dem. Rep.	1	0.61%
Zimbabwe	5	3.05%	Ethiopia	2	1.22%	Congo, Rep.	1	0.61%
Pakistan	4	2.44%	Indonesia	2	1.22%	El Salvador	1	0.61%
Yemen, Rep.	4	2.44%	South Sudan	2	1.22%	Fiji	1	0.61%
Zambia	4	2.44%	Sri Lanka	2	1.22%	Guinea	1	0.61%
Afghanistan	3	1.83%	Thailand	2	1.22%	Haiti	1	0.61%
			Antigua & Barbuda	1	0.61%			

TABLE 3: NUMBER OF APPLICATIONS BY COUNTRY WHERE INNOVATION WILL BE APPLIED (N = 164)

Country	Total	% of total	Country	Total	% of total
Honduras	1	0.61%	Puerto Rico	1	0.61%
Iraq	1	0.61%	Rwanda	1	0.61%
Jordan	1	0.61%	Sierra Leone	1	0.61%
Kazakhstan	1	0.61%	Somalia	1	0.61%
Lao PDR	1	0.61%	St. Lucia	1	0.61%
Malawi	1	0.61%	Sudan	1	0.61%
Mali	1	0.61%	Trinidad and Tobago	1	0.61%
Mozambique	1	0.61%	United States	1	0.61%
Myanmar	1	0.61%	West Bank and Gaza	1	0.61%
Papua New Guinea	1	0.61%			
Peru	1	0.61%			

TABLE 3: NUMBER OF APPLICATIONS BY COUNTRY WHERE INNOVATION WILL BE APPLIED

Annex II: Interview Guidelines

AA Experts

1. How would you describe the current state of the Anticipatory Action ecosystem globally?
2. In your view, who are the key actors shaping innovation in AA today?
3. Is there strong collaboration between technology innovators and humanitarian implementers, especially in AA?
4. From your experience, what do you see as the biggest gaps or blind spots in AA and innovation?
5. Some preliminary results shows a high concentration of proposals in certain regions (Eastern Africa), hazards (flooding and drought), and target users (smallholder farmers, low-income populations) in detriment of other regions, hazards or users (especially women and disabled people). Why do you think this is the case?
6. Is this geographic and thematic concentration inherently problematic? Or could it reflect real needs and comparative advantages?
7. Do you see structural barriers preventing more diverse participation? How might diversity be encouraged without compromising relevance?
8. What role do you think emerging technologies currently play in AA?
9. In your opinion, what are the reasons why we see such a strong concentration around predictive analytics and AI/ML in our analysis?
10. Are there underused tech approaches that should be explored?
11. In your view, what are the most important things that programs like the AAA can do to support innovation in AA more effectively?
12. When we talk about innovation applied to AA, how can we balance experimentation with scalability?
13. Are there specific types of support in these kinds of programs that you believe are currently missing, or, on the other hand, underused?
14. What roles should large humanitarian actors play in this innovation ecosystem?
15. Where do you see the greatest opportunities for innovation in AA over the next 3-5 years?
16. If you could recommend one change to how the AA ecosystem is currently organized or supported, what would it be?

AAA applicants

1. Can you briefly introduce your organization and its main areas of work?
2. Is Anticipatory Action a new area for you or part of a longer-term strategy?

3. How would you describe your organization's experience working in Anticipatory Action, if any, prior to the AAA call?
4. How do you understand "Anticipatory Action"? What does it mean to you in practice? Could you provide some examples of projects?
5. What motivated you to apply to the AAA?
6. How did the idea for your proposal originate? Was it based on previous work or a new concept created specifically for the call?
7. Why did you choose the X-specific technology for the proposal? Were other options considered?
8. What were the main challenges you faced in developing the proposal?
9. What helped you overcome these challenges?
10. What could help you overcome these challenges in the future, if you applied again?
11. Did applying to the AAA influence your thinking or future work in Anticipatory Action? What did you gain from applying to the AAA?
12. What would make programs like the AAA more useful or accessible to organizations like yours?
13. Are there support mechanisms you wish had been available during the process?

Annex III: Interview Analysis

TABLE 4: SUMMARY ANALYSIS OF SEMI-STRUCTURED INTERVIEWS

Identified theme	Stated by	Verbatim
<p>A large part of staff of stakeholders that are part of AA does not have the technical skills to monitor developments in emerging technologies or assess their potential relevance and their adaptability to local context</p>	<p>P3, P4, P5, P8</p>	<p><i>“The teams on the ground (...) don’t necessarily have the background on emerging technologies (...) staff needs to be able to understand what’s happening in the technology arena, what innovations are happening, and how could it be adapted and applied” (P3)</i></p> <p><i>“Capacity enhancement is another big thing that’s required, not only at the community level, but at organizational level, and the government level and so forth. At every level, capacity enhancement is required (P4)</i></p> <p><i>“We need such a high degree of technology for Anticipatory Action that many can’t absorb. They don’t have the knowledge the capabilities... the implementers not the communities, nor the beneficiaries... [they are] basically kind of overwhelmed by the amount of technology (P8)</i></p>
<p>There is little adaptation of technological developments to the humanitarian context. Often, the deployment of specific technologies is not operationally feasible. To work, technologies and innovations must be adapted to the beneficiary communities. For this, innovation in the AA context must be co-produced with communities.</p>	<p>P1, P2, P3, P4, P5, P6, P9</p>	<p><i>“Be innovative (...) but also be useful to communities” (P4)</i></p> <p><i>“People who are affected by disasters, they need to be part of co-producing this thing (...) they have to trust Anticipatory Action (...) any innovation in the future has to bring these voices of those who are affected” (P6)</i></p> <p><i>“There’s also a thing of a bit of a disconnect of trying to make something so digital or so innovative that sometimes it misses the point” (P9)</i></p>
<p>The interest in Anticipatory Action has been growing recently, but adoption has been relatively slow.</p>	<p>P3, P4, P6, P9</p>	<p><i>“The adoption [of AA] by the people or the organizations has been pretty slow” (P4)</i></p> <p><i>“[AA] has gained traction in the last couple of years, maybe in the last four or five years” (P6)</i></p>

Identified theme	Stated by	Verbatim
<p>The concept of Anticipatory Action is not clear yet, and many organizations have difficulties in distinguishing AA from other approaches like DRR</p>	<p>P3, P4, P5, P8</p>	<p><i>"There has been a conceptual diversifying process (...) some organizations consider as Anticipatory Action as anything done before an event occurs (...) some organizations misunderstand what Anticipatory Action means" (P5)</i></p> <p><i>"[The questions of people] are, how is this different from disaster reduction? What's the difference from early action? What are these different words? (...) People get confused about the terminology" (P8)</i></p>
<p>Some hazards especially floods and droughts, are more prone to concentrate AA efforts. First, they are more frequent, and second, they can be better predicted and therefore are more suitable for AA (e.g. floods and hazards versus cyclones or conflicts)</p>	<p>P3, P4, P5, P6, P9</p>	<p><i>"Other hazards, cyclones, wildfires, they are intermittent, and you can't necessarily predict what will happen" (P3)</i></p> <p><i>"Predicting hazards like an earthquake, that would be difficult" (P4)</i></p> <p><i>"Frequency [of flooding and drought] might be higher, so people are inclined towards it" (P4)</i></p>
<p>There is a lack of a full integrated platform that brings together all the key components of Anticipatory Action into a single, accessible system</p>	<p>P3, P4, P5</p>	<p><i>"The opportunity is to bring (...) all the tech stack together, to get the best and most relevant information into people's hands" (P3)</i></p> <p><i>"There's a need to create a sort of one stop shop (...) for innovations (...) so it can help me choose the best innovation in a set of many innovations [for my initiative]" (P5)</i></p>
<p>Data availability and accessibility remain a major challenge. Often organizations must generate their own data, requiring additional resources and capabilities</p>	<p>P3, P4, P5, P8</p>	<p><i>"It would be useful to have a great analytical database or kind of dashboard" (P4)</i></p> <p><i>"Sometimes forecasts can't be done because there is no data to use" (P5)</i></p> <p><i>"Most of the challenge of Anticipatory Action is not to generate that information, but just to kind of scrape it and to assimilate it in a way you don't need a scientist to be able to take a decision" (P8)</i></p>

Identified theme	Stated by	Verbatim
<p>There is a clear need in AA for a role of stakeholder coordination (government, private sector, civil society and research institutions) which can be filled by humanitarian organizations. Stakeholders often operate in different environments and are not used to working hand-by-hand. The infrastructure is often there, but it is not connected. There must be a "bridge" role that connects these stakeholders</p>	<p>P3, P4, P5, P8, P9</p>	<p><i>"Connecting those dots (...) together (...) basically brokering those relationships, being sort of a translator is key" (P3)</i></p> <p><i>"Maybe it's everything already there, and the thing that is missing just linking all these things together" (P4)</i></p> <p><i>"A process of coordination must be established between the different actors" (P5)</i></p> <p><i>"One of the most interesting things [accelerators] can do is brokering partnerships" (P8)</i></p>
<p>The % of humanitarian funding dedicated to AA is low in comparison to other approaches that are more response oriented. AA is costly per se which compromises innovation potential, as technological innovations are expensive for the humanitarian budget.</p>	<p>P4, P7, P8</p>	<p><i>"Funds are the major blocker at this moment" (P4)</i></p> <p><i>"There's a need of more funds to develop all these innovation" (P7)</i></p> <p><i>"Encouraging coalition of applicants (...) is really difficult when it's a really small amount of funding" (P8)</i></p>
<p>Funding mechanisms should be spread over a longer time frame to properly test and refine AA approaches. The present timeframe of funding mechanisms is too short to both provide conditions for innovations and adapt to the unpredictable nature of AA</p>	<p>P3, P4, P5, P6</p>	<p><i>"I think you'd want to put in legitimate dollars and a long enough timeframe to really test some of these approaches (...) It takes time (...) to even have an event that triggers the intended intervention you want to test out (...) so you'd want a couple of years and more significant money" (P4)</i></p> <p><i>"Funding windows are very short (...) innovations really get dropped midway because of the isolated way in which projects are designed" (P6)</i></p>
<p>Forecasting is an area with one of the greatest potentials for innovation in AA. It must be made more accurate and more accessible, which is essential for AA. Organisations are aware of this, and they are focusing on improving forecasting through AI/ML, the technology that offers the most possibilities in that</p>	<p>P3, P4, P5, P6, P8</p>	<p><i>"AI do modelling in a less expensive way with less hard infrastructure (...) so I think (...) AI, machine learning, language processing, all are super applicable in this space" (P3)</i></p> <p><i>"I think [the most potential on innovation] it's definitely in the forecasting (...) how best we can have accurate forecast (...) and what technology can make these processes faster and reliable and accurate is what we need" (P4)</i></p> <p><i>"The big challenge is basically capturing all the information (...) so for sure, I could see how anything to do with machine learning, with AI...is probably a focus" (P8)</i></p>

Identified theme	Stated by	Verbatim
<p>Evidence of impact must be produced to make sure that AA mechanisms are recognized as valid tools by national authorities</p>	<p>P3, P5</p>	<p><i>"[Humanitarian actions have to] make sure that impact is happening, and so that impact measurement is happening" (P3)</i></p> <p><i>"The actual challenge is how to generate evidences of impact (...) governments often ask about that" (P5)</i></p>
<p>Communication with communities must be improved in AA. There is a gap in ensuring that warnings reach at-risk communities effectively, particularly in remote or marginalized areas; technology can have a role here</p>	<p>P3, P4, P5, P8 P9</p>	<p><i>"How can we make sure that the at-risk communities have received their communication messages on time, have received their threshold data on time and what to do and what not to do. So, I think we have to focus on this kind of technology" (P4)</i></p> <p><i>"Up until you get to that point [where there is a technological breakthrough in terms of reaching at-risk people] I don't consider [innovation] very successful" (P8)</i></p>
<p>Geographical/hazard diversity in AA programs deployment should be carefully applied, not sacrificing contextualization for a more diverse set of beneficiaries. As AA is quite new, lack of diversity is not bad itself, but organizations should strive for scalability in the future</p>	<p>P4, P5, P6</p>	<p><i>"It's better to start from somewhere (...) this is just a start, and people will still need to familiarize themselves (...) the ultimate target should be having (...) a multi-hazard, multi-geography program, basically, rather than just focusing on one or two. But this is a good start" (P4)</i></p> <p><i>"The moment you look for diversity, then you can create a very artificial criteria for how things should be spread out (...) Concentration, I think, it's a plus, because it means many people are interested in this issue" (P6)</i></p> <p><i>"I think there's enough experience that it doesn't need to be focused in a small subset of countries anymore" (P8)</i></p>

Identified theme	Stated by	Verbatim
<p>In many countries, AA operates as a project-based initiative. However, AA must be institutionally integrated within national systems and the operational frameworks of governments. Every action taken (including innovations) must ensure that it facilitates this</p>	<p>P2, P5, P6</p>	<p><i>“Financing should not just be seen as a pot of money (...) now we are looking at (...) how can Anticipatory Action be sustained as a system?” (P2)</i></p> <p><i>“To achieve stronger results there must be government ownership (...) the key question is: do we only generate a nice pilot experience, or do we create the conditions for national authorities to adopt it as a working instrument? (...) Many people develop pilots, but without government appropriation, the scalability and practicality of Anticipatory Action are lost” (P5)</i></p> <p><i>“The conversation has to move from the big humanitarian agencies to be centred around government (...) [Anticipatory Action] is not about humanitarianism, it is about a frame of approach within a broader national, regional disaster management” (P6)</i></p> <p><i>“I think [humanitarian organisations] have the responsibility of pushing the agenda for long term establishment, so Anticipatory Action is embraced (...) innovation is not about the project (...) but it is about established values within government, and government becoming the custodian” (P6)</i></p>
<p>Anticipatory Action efforts should be built upon actions that are already being done in a specific region, leveraging what already exists, instead of parallelizing efforts and following a “from A to Z” logic for projects</p>	<p>P2, P5, P6, P8, P9</p>	<p><i>“An obvious challenge (...) is organizations building Anticipatory Action systems (...) and then having multiple duplicative investments in a particular country, which is inefficient and also prohibits coordination and proper scaling up” (P8)</i></p>
<p>Technology is essential for AA. It is not the sole defining feature of it, but it is strictly related to it. AA involves forecasting, and forecasting involves technology.</p>	<p>P1, P4, P5, P8, P9</p>	<p><i>“Anticipatory Action, like, always needs a forecast (...) using various technologies (...) so technology definitely helps us (...). So I think Anticipatory Action and innovation kind of have gone side by side” (P4)</i></p> <p><i>“All Anticipatory action was innovation and was based on technology from the very beginning. Because essentially, AA didn’t exist until forecasting was at a sufficient capability and was reliable enough and freely available enough” (P8)</i></p>

Identified theme	Stated by	Verbatim
<p>There is an existing concern among humanitarian organisations on putting too much focus on technology as an end rather than as a mean in AA, often at the expense of more effective approaches.</p>	<p>P1, P2, P4, P8, P9</p>	<p>"I think the competitive edge is around technology, which shouldn't really be the thing all the time" (P2)</p> <p>"[During my career] I also heard that there's been too much emphasis on the science box" (P8)</p>
<p>Innovation applied to the financial part of AA must be explored, aiming to move funds faster to the beneficiaries</p>	<p>P1, P2, P3, P4, P9, P10</p>	<p>"We definitely would like to also push the importance of [the benefits of innovation] on cash transfers (...) so that it increases timeliness and transparency" (P4)</p>
<p>Collaboration between technology innovators and humanitarian implementers exist but it remains far below from what is needed. These collaborations are often project-specific rather than being part of a sustained system of cooperation.</p>	<p>P3, P4, P5, P6, P8, P9</p>	<p>"[Technology innovators] are very much external agents (...) often technology companies don't see the international development players (...) as their first targets (...) I think [collaboration] is lower than it should be" (P3)</p> <p>"Any form of innovation and collaboration are done within a very projectized space" (P6)</p> <p>"Sometimes I see them [innovators and practitioners] sitting on both sides of the fence and I don't see conversations happening (...) How can we find maybe a space where we both can meet in common? I think the accelerator could help with this" (P9)</p>
<p>Collaboration must be improved in multiple areas of AA. First, between initiatives, through best practice sharing. Second, within initiatives, through the promotion of integration of technology developers (that have the capabilities to develop technologies), governments (that can integrate AA into national strategies), the communities (that are going to be the beneficiaries of the initiative), and the humanitarian organizations (that know the reality of operationalization of initiatives)</p>	<p>P3, P4, P5, P6, P8, P9, P10</p>	<p>"You cannot just have a sole government doing it, or just the community level doing it, you might need a private sector, humanitarian and market actors. So, it's like a huge stakeholder base that is required for a successful Anticipatory Action programming" (P4)</p>

Identified theme	Stated by	Verbatim
<p>Some specific organisations, specifically the IRFC and the United Nations, act not only as donors, but also play a central role in setting standards and promoting AA, thus setting up the global debate on Anticipatory Action- They have been traditionally involved with AA since the beginning</p>	<p>P4, P6, P8</p>	<p><i>"I think the UN, and IFRC, are definitely ahead of the game (...) [their] advocacy is really important here" (P4)</i></p> <p><i>"IRFC and a number of international organisations (...) are trying to push countries to see the logic (...), the economic sense of Anticipatory Action versus reactive, emerging responses" (P6)</i></p>
<p>The chance of connecting with other organisations must be a key feature that programs should have. Connecting organisations with similar backgrounds or proposals is something very beneficial for humanitarian organisations that work with AA. The main goal of programs like AAA should be supporting innovation through the promotion of collaboration.</p>	<p>P1, P2, P3, P5, P6, P7, P10</p>	<p><i>"Being the bridge, connecting the dots, and finally understanding what an impact a given intervention had (...) circulating those results (...) how could we improve upon that and take it and adapt it for another context?" (P3)</i></p> <p><i>"When I'm designing projects, I need to get to some point and say (...) can we just pick up something that has been already invented? (...) just recalibrate it? (P6)</i></p> <p><i>"It would be good to connect with other organisations (...) see what innovations are they using (...) often NGOs are disconnected from other NGOs (P7)</i></p> <p><i>"It's important to connect with different people for further testing" (P10)</i></p>
<p>Financial incentives are important, but programs like AAA must think beyond them for multiple reasons. First, often the financial incentives offered are not enough for private-sector companies. Second, humanitarian organisations strive for other features such as technical knowledge, brokering, etc.</p>	<p>P1, P2, P7, P8, P10</p>	<p><i>"[Financing] is not the only [important] thing (...) it could still be expertise, or maybe access to some interesting partnerships" (P1)</i></p> <p><i>"There is definitely a need of technical knowledge, and there is an expectation from these kinds of programs to provide it (...) often this type of knowledge relies on external collaborations" (P7)</i></p>
<p>Institutional presence can have a deep impact on the geographic origins of organisations that participate in a program like AAA. Historical, long-standing operations of humanitarian organisations can mean that local organisations in these areas are more familiar with their work, meaning they can be more "primed" to respond when the call for proposals is launched.</p>	<p>P3, P4</p>	<p><i>"These applications come from (...) where Mercy Corps and Mercy Corps Ventures has been most active. And so the word is going to spread amongst organizations" (P3)</i></p> <p><i>"[Geographic concentration] is relative to where Mercy Corps had long standing presence, interaction with different groups, and word sort of spreads that way" (P4)</i></p>

Identified theme

Language is a key factor. If all the materials and applications are in a specific language (e.g. English), it inherently favours organisations from countries that speak in that language, creating a barrier for applicants from other regions.

Stated by

P3, P7

Verbatim

"The program language was going to be an issue (..) it's not surprising that a lot of applications came from relatively English-speaking countries" (P3)

"Definitely, language was an issue (...) ChatGPT was needed to translate the application and make sure it made sense (...) all the information was in English" (P7)

Annex IV: Accelerator Application Form

1. Design

In this section, we would like to learn more about the proposed solution design.

Proposal Title *

This is how we will refer to the proposal

Tweet length description of the pilot *

Briefly describe the proposed pilot. *Max 140 characters*

In what country will the pilot be run? *

We prefer pilots to be focused in one country to prevent operational complexity. If you intend to run a pilot in multiple countries, select the primary market. If your country doesn't appear in the list, select 'Other'.

How many beneficiaries do you plan to reach in the pilot? *

Note that this is ONLY about the number of beneficiaries reached during the planned pilot period (not before or after)

Which climate risk is this solution addressing? *

If your solution will target multiple climate risks, select the most relevant one below.

- Cyclones
- Drought
- Flooding
- Heatwave
- Storms
- Wildfire

Which group best describes your target user? *

If your solution will target multiple groups, select the most relevant one below.

- Smallholder farmers
- Women
- Youth
- Migrants, refugees or displaced persons
- Microentrepreneurs or small/medium enterprises (SMEs)
- Persons with disabilities
- Low-income populations
- Other

DATA/ANALYTICS: What data will be used in forecasting climate risk? How will the data be acquired? How will the models be built? *

Please describe how this solution will leverage data and advanced analytics to proactively identify climate disasters. Share details around data types, data sources, modeling techniques, etc. *Maximum 500 characters*

TRIGGERS/THRESHOLDS: What is the trigger? How will thresholds be set? What is the likelihood of the threshold being triggered during the pilot period? *

Please describe on the trigger, how thresholds will be determined, how they will be triggered, etc. *Maximum 500 characters*

PAYMENTS: How will payments be delivered to program participants? *

Please describe the end-to-end flow of funds, from origination to end user. Include names of products, wallets, switches, payment gateways, etc. wherever relevant. If using crypto, include names and details of chains, currencies, oracles, etc. *Maximum 500 characters*

What is the current stage / readiness of the pilot solution? *

How many people have already been reached using the solution? *

How would this solution reach scale? Which funders have expressed interest? What is your capacity to scale-up? *

Please describe how, if the pilot is successful, you would scale-up this project. *Maximum 500 characters*

What existing projects are comparable to your proposal? In what ways is yours innovative? What new use cases or questions will it address? *

If available, please include links to comparable projects. *Max 500 characters*

2. Additional Materials

Google Slides link to your pilot pitch deck *

Find the required [pilot pitch deck template here](#).

Please make a copy of the template and title the file as "AAA <Proposal Name>".

Submit the completed Google Slides for the pilot proposal with no material changes to the template. Major changes may result in delays in evaluating your application. Instructions can be found within the template on slide 1 and on the yellow stickers

Please ensure the sharing permissions are set to "Anyone on the internet with the link can View" to prevent delays in review.

Google Sheets link to your pilot budget *

Find the required [budget template here](#).

Please make a copy of the template and title the file as "AAA Budget <Proposal Name>".

Submit the completed Google Sheets budget for the pilot proposal with no material changes to the template. Major changes may result in delays in evaluating your application.

The Fund provides financial support up to \$100,000, and we expect our partners to demonstrate significant skin-in-the-game to ensure successful pilot delivery.

Please ensure the sharing permissions are set to "Anyone on the internet with the link can View" to prevent delays in review.

What resources will you provide to ensure the pilot is successful? *

We expect our pilot partners to contribute significant skin-in-the-game to ensure successful delivery, such as financial commitment, and/or in-kind resources like management/staff time, etc. *Max 500 characters*

If there is anything else you would like the Review Committee to know about your application, please include here

3. Partnership

"If you want to go far, go together."

Solving complex challenges requires a diverse set of stakeholders with complementary skills. We encourage multiple organizations to collaborate and submit a joint proposal, highlighting each organization's unique value-add to the partnership.

In this section, we would like to learn more about the organizations involved in the proposal.

Name of Organization #1 *

Name of Project Lead at Organization #1 *

Project Lead at Organization #1's LinkedIn URL *

Project Lead at Organization #1's Email Address *

Name of Organization #2 (if applicable)

Name of Project Lead at Organization #2 (if applicable)

Project Lead at Organization #2's LinkedIn URL (if applicable)

Project Lead at Organization #2's Email Address (if applicable)

Name of Organization #3 (if applicable)

Name of Project Lead at Organization #3 (if applicable)

Project Lead at Organization #3's LinkedIn URL (if applicable)

Project Lead at Organization #3's Email Address (if applicable)

Name of Organization #4 (if applicable)

Name of Project Lead at Organization #4 (if applicable)

How did this group of partners come together? *

We are curious to understand how you know each other and your past experience working together (if any). *Max 500 characters*



CONTACT

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About Mercy Corps Ventures

Mercy Corps Ventures invests in and catalyzes venture-led solutions to increase the resilience of underserved individuals and communities. Founded in 2015 as the impact investing arm of global development agency, Mercy Corps, we've supported 58 early-stage ventures to scale and raise over \$533 million in follow-on capital. 44% of our portfolio has at least 1 female co-founder, and centers around climate adaptation and resilience-building solutions in adaptive agriculture and food systems, inclusive fintech, and climate-smart technologies, so that those living in frontier markets can withstand disruption and plan for the future.

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