

IAN MCCLELLAND, BSc, MSc, FRSA

E: ian@adaptivepractice.co

M: 07734360603

W: adaptivepractice.co

H: London, UK

Ian is a strategist, researcher, and programme manager with over 15 years' experience in the aid sector, specialising in community-led development. In previous roles with Elrha's Humanitarian Innovation Fund and Save the Children International Ian managed multi-million pound portfolios and multi-country partnerships, and worked with teams around the world on challenges ranging from gender-based violence to climate change adaptation.

Skills and knowledge areas

- ✓ Strategy and planning
- ✓ Design thinking
- ✓ Systems thinking

- ✓ Research
- ✓ Evaluation
- ✓ Learning

- ✓ Grant-making
- ✓ Portfolio management
- ✓ Partnerships

- ✓ Facilitation
- ✓ Communications
- ✓ Influencing

Education

University of Manchester, 2006–2007
MSc Globalisation and Development (Merit)

University of Birmingham, 2002–2005
BSc Disaster Management and Technology (2.1)

Consulting history

09/2025–03/2026

Learning Consultant, Strategic Review, Elrha

Worked with Tinkr, a Norwegian innovation agency, on a progress review for Elrha's Humanitarian Innovation Fund (HIF), exploring the evolution of the HIF's portfolio management practices, assessing progress against its strategic commitments, and developing recommendations for the future.

09/2025–12/2025

Learning Consultant, Land Rights, International Organization for Migration

Worked with Tinkr, a Norwegian innovation agency, to assess progress and develop strategy for IOM's innovative LandLedger pilot project, including evaluating community and institutional impacts, examining the role of private sector partnerships, and identifying actionable lessons learned.

02/2025–06/2025

Research Consultant, Community-Led Innovation, Elrha

Conducted case study research for a multi-year community-led innovation programme operating in the Philippines, Indonesia, Guatemala and South Sudan, producing a 'technical anthology' documenting the different programme modalities and trajectories in each country.

01/2025–04/2025

Research Consultant, Supply Chain Technologies, Frontier Technology Hub

Carried out scoping research on the use of frontier technologies in humanitarian supply chain management with a focus on supply chain visibility and tracking of humanitarian commodities, including identification of promising practices and lessons learned from the public and private sector.

10/2024–01/2025

Design Consultant, Community-Led Innovation, Start Network

Designed and developed a toolkit for community-led innovation to serve as a core resource for Start Network Hubs and members, including the consolidation and systemisation of existing frameworks and tools developed by the Start Network and the development of several additional tools.

07/2024–03/2026

Evaluation Consultant, Adoption Challenge, Elrha

Worked with Groupe URD, a French research and evaluation consultancy, on a real-time theory-based evaluation of Oxfam's adoption and distribution of an innovative menstrual hygiene management package in Gaza and Lebanon.

Employment history

07/2023–07/2024

Innovation Lead, Save the Children International

- Supported SCI Country Offices in the design of social transformation strategies, including development of tools and guidance to embed innovation practices.
- Fostered inter-organisational collaboration and idea development on a range of proposals, from use of SMS messaging in parenting interventions to the design and development of a digital citizenship programme.
- Conducted a review of projects supported through Save the Children's Learning and Innovation Fund, compiling a catalogue to support diffusion and scale.
- Worked with the Evidence & Learning team to launch the 'Bounce Back Award' for learning from failure across SCI Country Offices.

05/2020–06/2023

Senior Innovation Manager, Humanitarian Innovation Fund, Elrha

- Oversaw Elrha's scale, innovation skills, and community-led innovation portfolios, managing a team of four and an annual budget for grants and activities of approximately £3 million.
- Established and stewarded the 'Community-Led Innovation Partnership', a £6 million multi-year partnership supporting four innovation labs and over 40 projects in Indonesia, the Philippines, Guatemala and South Sudan.
- Led capability building work on 'Innovation Skills', including development of innovation tools and guidance and collaborations with McMaster and McGill universities on innovation ethics, and MIT D-Lab on participatory design.
- Led Elrha's 'Journey to Scale' accelerator programme, focused on scaling successful innovations through flexible funding and extensive capability building.

10/2016–04/2020

Innovation Manager, Humanitarian Innovation Fund, Elrha

- Established and managed Elrha's 'Locally-Led Innovation' initiative, setting up new funding and support mechanisms for community-led innovation in the Asia-Pacific region and overseeing a portfolio of projects.
- Led Elrha's £3 million 'Journey to Scale' accelerator programme, developing the funding and support package for the portfolio, and advocating for systemic change to support scale in the humanitarian sector.
- Led the development of Elrha's 'Humanitarian Innovation Guide', bringing together different tools, methods and approaches suitable for the humanitarian context.
- Organised, designed, and/or facilitated workshops for innovation projects in Indonesia, India, Nepal, Lebanon and the Philippines, working with the UNHCR Innovation Service and World Vision's Nepal Innovation Lab among others.

- Co-organised the ‘Humanitarian Innovation Exchange’ conference, in partnership with Humanity X at Leiden University and the Dutch Coalition for Humanitarian Innovation.
- Coached and supported innovation teams in recognition of problems, design of solutions, development of funding proposals and implementation of pilot projects.

01/2015–08/2016

Brand and Communications Adviser, Bond

- Led an organisational re-branding project, working with an agency and senior staff to develop Bond’s brand narrative, visual architecture, tone of voice, and messaging.
- Led a digital campaign for the European Year for Development, working with a creative agency to engage over 500,000 young people in key issues.
- Managed end-to-end production of all Bond publications, providing editorial support to authors and advising on content and communications strategy.
- Supported market positioning of services, including development of key messages and materials.

10/2014–01/2015

Writer, Save the Children UK

- Delivered written content across channels, including SCUK's blogging platform and social media, for high-profile campaigns including the Ebola campaign, No Child Born to Die, Read On. Get On., and Action/2015.

12/2011–10/2014

Communications and Information Coordinator, Refugee Studies Centre

- Managed the communications team, including a Communications Assistant and regular ad hoc support.
- Led the RSC’s brand and communications strategy, including development of a new website.
- Oversaw media relations with coverage in The Guardian, The Economist, Al Jazeera, the BBC and other outlets.
- Provided strategic communications advice to research initiatives, including the Humanitarian Innovation Project.
- Filmed and edited video interviews with staff and students, gaining 10,000+ views on YouTube.
- Project-managed and edited all annual reports, working papers, policy briefings and other publications.

10/2010–12/2010

Communications and Media Officer (Secondment), Oxfam in Russia

12/2009–12/2011

Communications Assistant, Policy and Practice, Oxfam GB

08/2008–11/2009

Intranet Administrator, Internal Communications, Oxfam International

Selected reports and writings

Pierluigi, C., McClelland, I., McClure, D., Davis, S., Reichardt, H., Iglesias, T., Abit A. (2026) ‘Providing an Innovative MHM Solution in Gaza and Lebanon: An Evaluation of the Distribution of Reemi Products by Oxfam’. London: Elrha.

McClelland, I. (2026) Community-Led Innovation Partnership Anthology. London: Elrha. Available at: <https://startnetwork.org/learn-change/resources/library/community-led-innovation-partnership-anthology>

McClelland I. (2025) Community-Led Innovation Toolkit. London: Start Network. Available at: <https://startnetwork.org/learn-change/resources/library/community-led-innovation-toolkit>

McClelland, I., Fenton, G., Muyondo, T. (2025) 'Use of technology in effective humanitarian supply chains'. London: Frontier Technology Hub.

Hunt, M., Okhowat, A., Krishnaraj, G., McClelland, I., and Schwartz, L. (2024) 'Laying the Groundwork: Organisational Ethics for Humanitarian Innovation', *Journal of Humanitarian Affairs*, 5(3), pp. 32–38. Available at: <https://doi.org/10.7227/JHA.115>

McClelland, I. and Medem, I. (2022) *The meanings of humanitarian innovation*. Discussion Paper. London: Elrha. Available at: <https://www.elrha.org/researchdatabase/the-meanings-of-humanitarian-innovation/>

McClelland, I. and Hunt, M. (2022) 'Embedding ethics in the practice of humanitarian innovation', *Humanitarian Practice Network*. Available at: <https://odihpn.org/blog/embedding-ethics-in-the-practice-of-humanitarian-innovation/>