

IAN MCCLELLAND, BSc, MSc, FRSA

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Ian is a strategist, researcher, and senior manager with over 17 years' experience in the aid sector, specialising in innovation and community-led development. In previous roles, Ian has managed multi-million pound portfolios and multi-country partnerships, and worked with teams around the world on challenges ranging from gender-based violence to flood resilience and response.

Skills and knowledge areas

- ✓ Strategy and planning
- ✓ Portfolio management
- ✓ Performance measurement
- ✓ Policy design

- ✓ Innovation and scaling
- ✓ Systems and complexity
- ✓ Research and evaluation
- ✓ Learning and adaptation

- ✓ Community development
- ✓ Partnership management
- ✓ Advocacy and influencing
- ✓ Workshop facilitation

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

Strategy and performance 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 and improvement, International Organization for Migration (IOM)

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

Case study research and technical guidance, 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

Policy research and scoping, Frontier Technology Hub

Carried out scoping/market 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

Toolkit development and design, 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

Theory-based evaluation, 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

- **Strategic planning and guidance:** Supported international offices in the design of social transformation strategies, creating a practical toolkit and guidance to embed innovation across programme areas.
- **Internal collaboration and facilitation:** Fostered intra-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.
- **Research and analysis:** Conducted a comprehensive review of projects supported by the Learning & Innovation Fund, synthesising performance data and learning, and compiling a catalogue to support diffusion and scale.
- **Organisational learning:** Worked with the Evidence & Learning team to design and launch an internal award for learning from failure, promoting a culture of continuous improvement and adaptation across global operations.

05/2020–06/2023

Senior Innovation Manager, Humanitarian Innovation Fund, Elrha

- **Strategic leadership and resource management:** Led two grant portfolios and a capacity building programme, managing a direct team of four and an annual operational and grant-funding budget of ~£3 million.
- **Multi-stakeholder strategic partnerships:** Established and stewarded a £6 million multi-year, multi-country strategic partnership, coordinating across innovation labs and supporting almost 100 community-led projects.
- **Scaling and systems change:** Led the 'Journey to Scale' accelerator programme, supporting proven innovations to achieve systemic impact through flexible funding, capacity building, and organisational development.
- **Innovation capacity building:** Led innovation skills initiative, working with grantees and top academic institutions (MIT, McGill, McMaster) to co-design toolkits and guidance for participatory and ethical innovation.

10/2016–04/2020

Innovation Manager, Humanitarian Innovation Fund, Elrha

- **Policy and strategy development:** Established and managed Elrha's 'Locally-Led Innovation' initiative, establishing funding and support mechanisms and governance frameworks for community-level grants.
- **Scaling and systems change:** Led the 'Journey to Scale' accelerator programme, developing the funding and support package, and advocating for policy changes to support scale in the humanitarian sector.
- **Innovation capacity building:** Led the development of the 'Humanitarian Innovation Guide', bringing together different tools, methods and approaches suitable for the humanitarian context.

- **Facilitation and coaching:** Designed and facilitated workshops with multi-sector partners (UN agencies, NGOs, government, private sector, community groups), and coached teams in problem exploration, intervention design, test-and-learn methods, and business model development.
- **Sector influencing and event management:** Co-organised the 'Humanitarian Innovation Exchange' conference, in partnership with Humanity X at Leiden University and the Dutch Coalition for Humanitarian Innovation.

01/2015–08/2016

Brand and Communications Adviser, Bond

- **Corporate brand strategy:** Led a rebranding project in collaboration with senior leadership and an external agency, establishing the organisation's brand narrative, visual architecture, tone of voice, and messaging.
- **Public engagement and campaigns:** Managed a multi-channel digital campaign for the European Year for Development, working with creative partners to engage over 500,000 young people on key social issues.
- **Publications and editorial:** Managed end-to-end production of all research reports, policy briefings, and guidance materials, ensuring high standards of clarity, coherence, and target audience alignment.
- **Strategic communications and positioning:** Advised internal teams on service positioning, including development of communication strategies and tailored messaging.

10/2014–01/2015

Writer, Save the Children UK

- **Public engagement and campaigns:** Delivered written content across channels, including blogs and social media, for high-profile health, education, and climate change campaigns.

12/2011–10/2014

Communications and Information Coordinator, Refugee Studies Centre

- **Team management:** Managed the communications function, supervising an assistant and external contractors to deliver objectives on time and within scope.
- **Corporate communications strategy:** Developed and implemented the centre's communications strategy, including a major website development project.
- **Publications and editorial:** Project-managed and edited all annual reports, working papers, policy briefings and other publications, ensuring high-quality outputs for different audiences.
- **Strategic communications advice:** Provided strategic communications and dissemination support to research project teams, including the Humanitarian Innovation Project.
- **Media and PR:** Oversaw media relations with coverage in The Guardian, The Economist, Al Jazeera, the BBC and other outlets.
- **Digital media production:** Filmed and edited video interviews with staff and students to communicate academic research and market university courses, gaining 10,000+ views on YouTube.

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

Bogsnes-Miles, L., McClelland, I., Rechartdt, H. (2026) 'Humanitarian Innovation Fund: Progress Review'. London: Elrha.

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/>