



Humanity Link



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Infrastructure for the Future

Published on 2026-04-07 09:33

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Over the past seven years, I've been on a learning journey—building, testing, and trying to understand what actually works when it comes to technology in the humanitarian space.

Like many, we started in what's often called ICT4D.

We built tools to solve specific problems. Platforms for particular contexts. Systems designed around individual projects and organizations.

And at the time, it made sense. When the need is urgent, you build what's required.

But over time, a pattern became hard to ignore: we weren't just solving problems—we were recreating them.

Each new project starting from scratch. Each system built slightly differently. Each solution struggling to connect with the next.

What we ended up with was a fragmented ecosystem—full of innovation, but lacking continuity.

And as we tried to grow something sustainable through Humanity Link, this became the core challenge.

Because bespoke solutions can deliver in the short term, but they don't scale, they don't interoperate, and they rarely last beyond the funding cycle.

Over the last two years, that realization pushed us to rethink everything.

Instead of asking, "What tool does this customer need?" We started asking, "What infrastructure is missing?"

That shift has fundamentally changed how we build.

We're no longer focused on isolated tools. We're focused on shared layers:

1. Communication infrastructure that works across organizations
2. Identity systems that people carry with them, not tied to a single program
3. Payment rails that follow individuals, not projects
4. Data systems that persist beyond one intervention

Because the real gap isn't innovation.

It's infrastructure.

Infrastructure doesn't just solve a problem, it creates the conditions for others to solve problems without starting from zero.

And it forces an important shift in mindset:

From building "for beneficiaries" To building systems that anyone can use

Because the moment something is only designed for “people in need,” it becomes siloed.

But when systems are designed for everyone, they become stronger, more adaptable, and more sustainable.

This is where we are today at Humanity Link.

Moving from ICT4D projects to infrastructure thinking. From bespoke builds to shared systems. From short-term delivery to long-term capability.

Still learning, but clearer than ever that this shift is necessary if we want to truly transform how this space works.