CANDIDATE PACK

DIRECTOR OF GAHI
(Global Alliance for Humanitarian Innovation)

December 2016

Thank you for your interest in the role of Director of GAHI.

We are looking for an experienced and exceptional Leader who can develop GAHI's global strategy and lead a small and efficient Secretariat and the wider network to deliver on the GAHI's transformative vision for the humanitarian system.

In this pack you will find:

- **Vision, Mission and Goals of GAHI**
- **Programme Strategy**
- **GAHI Structure**
- **Job Profile**
- **Appointment details**
- **How to apply**
- **Recruitment timetable**

We look forward to receiving your application.

Background, Vision, Mission and Goals

The commitment to create a new **Global Alliance for Humanitarian Innovation (GAHI)** was announced at the World Humanitarian Summit, in May 2016 with financial support from the governments of Australia, Netherlands, Denmark and the UK, and early membership commitment from over 40 organisations.

The **GAHI** aims to be a global network comprised of governmental actors, knowledge institutes, businesses and humanitarian organizations, bringing together a unique combination of resources, expertise and capabilities.

2017 will see the establishment of the GAHI Secretariat and the strategic and operational work-plan for the Alliance finalised. Central to the success of the GAHI will be the appointment of the Director of the Secretariat, who will work closely with the GAHI Steering Group and Elrha Director to lead the operational set-up and strategic planning of the GAHI.

> *Vision:* *The GAHI aims to achieve higher humanitarian impact and efficiency through innovation. Ultimately the GAHI will enable the humanitarian system to do more, for more people, at a lower cost.*

The GAHI **mission** is to enhance the principled use of innovation in pursuit of humanitarian goals of saving lives and alleviating suffering caused by disasters and crises.

There are many actors working to innovate in the humanitarian sector, and this should continue and grow, GAHI will not seek to replace or replicate their efforts. Rather, GAHI's value added will be to convene these actors and build bridges to new actors and stakeholder

groups so as to bring the best and most diverse range of expertise and experience to bear on humanitarian innovation. Through its active convening and networking effort, GAHI will strengthen and realise synergies between ongoing efforts, catalyse new collaborations and facilitate an innovation ecosystem where the overall outcome is greater than the sum of the parts.

GAHI will operate the core strategic approaches of **connecting** diverse stakeholders, **mobilising** collective interests, priorities, and resources, and **amplifying** evidence-based ideas and messages, and will work towards the achievement of four Strategic Goals.

- **Goal 1: Stronger, more evidence-based innovation management processes in humanitarian settings**

GAHI will support ongoing and new efforts to identify, develop, test and disseminate new products, processes and business models in and for humanitarian contexts. This includes identifying the need and opportunity for innovation in different areas of humanitarian assistance, highlighting priorities, strengthening collective capacity to undertake innovation management.

- **Goal 2: Strengthen multi-stakeholder collaborations and networks around humanitarian innovation**

GAHI will actively broker new relationships and collaborations between four key groups of stakeholders: governments and inter-governmental organisations such as the UN; business and private actors and networks; not-for-profit and civil society organisations and citizen groups and networks.

- **Goal 3: More and better R&D investment in humanitarian efforts**

The GAHI will advocate and make the case for strengthening R&D investments in humanitarian settings, both for existing and new donor and funding groups. GAHI will create a centralised entry point for new players looking to leverage their resources for the benefit of humanitarian innovation, will also promote strategic investment within priority areas.

- **Goal 4: More and better evidence for humanitarian innovation**

The GAHI will establish an evidence base and protocols for successful innovations at the project level by drawing on and amplifying emerging high quality, cutting-edge evidence currently being produced by leading humanitarian innovation experts, particularly on how prototypes are successfully scaled and linked to priorities of the system as a whole. The sharing of lessons will result in a reduction of duplication of effort, particularly around product development. In addition, the GAHI will advocate, using research and case studies, for resources to be dedicated to priority areas agreed upon by a diverse set of partners. This collaboration will result in the better sharing of risk between multiple organizations, allowing for the possibility of investments being made in disruptive and game changing innovations.

Programme Strategy

Much work has been done to date to develop the concept, structure and initial operational framework for the GAHI. This work provides both an initial roadmap for developing the Alliance, and an important initial collective vision for how the Alliance will bring value to the system.

Underpinning these ambitions, GAHI will also be supported by our understanding of the challenges of establishing the robust and effective governance and membership systems, and the clear recognition of several fundamental **programme strategy principles** essential to the Alliance's ultimate success. These include:

- Engaging in **'problem-based' collaborative dialogue** amongst network members, in order to develop full and nuanced understanding of the technical and conceptual challenges and pre-existing or forthcoming solutions facing the humanitarian innovation ecosystem.
- Understanding **political and policy contexts** which shape humanitarian innovation is also essential, in order to understand how relevant issues are shaped, how the network mobilises, and who benefits from its efforts.
- Building **diverse, representative and properly-balanced network** membership from across the humanitarian and wider public sector, the private sector, academia, and local communities themselves affected by crises.
- Making early and sustained investments in the **management, facilitation, and negotiation of strong relationships between the GAHI network members** – including skilful navigation of the power dynamics and cultural barriers between key stakeholders from the humanitarian sector, private sector, and local communities.
- Recognising the importance well-coordinated **multi-stakeholder innovation** holds for the development and scaling of novel products, process and paradigms.
- Committing to rigorous, appropriate, and collaborative **performance monitoring, evaluation, and learning** in all aspects of GAHI's programming.

GAHI Structure

GAHI will be comprised as an open, global network with members joining based on their contributions and commitment to improvement in the humanitarian innovation ecosystem.

The GAHI will be a light, agile, and nimble organisation, capable of responding quickly to the needs of the sector. The GAHI will be hosted by Elrha and Save the Children full details of the Terms of Reference for hosting can be found in accompanying documents.

Steering Group

The Steering Group will be the key governing group for GAHI, and will be comprised of seventeen (17) leaders from all sectors, including three government representatives, three INGO representatives, three private sector representatives, three UN/ international organization representatives, two representatives of academic institutions and two representatives from leading innovative community-based organisations. The Elrha Director

will also hold a seat on the Steering Group to ensure accountability and smooth co-ordination between Elrha and GAHI.

Comprising management and field-level experts, the Steering group members will also have the skills, understanding and networks to navigate the political economy of humanitarian innovation – providing the connections, opportunities, and recommendations for innovative solutions or proposed initiatives.
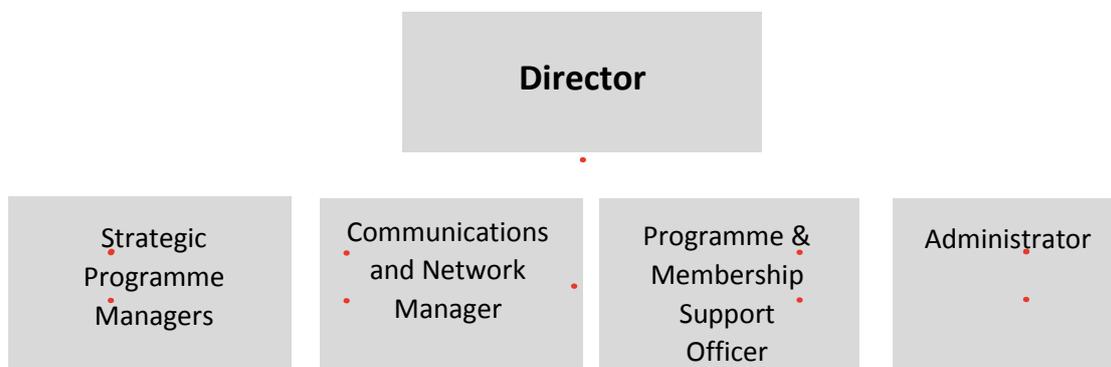
GAHI Ambassadors

The GAHI Ambassadors are high-profile individuals or organizational representatives with the primary role of drawing visibility toward the Alliance and maintaining political momentum. They will not otherwise have direct decision making authority with respect to the GAHI.

Secretariat

A light, flexible secretariat comprised of seven dedicated staff members will focus on the effective delivery of the GAHI work plan. The Secretariat structure will be efficient, consisting of staff members with clearly defined responsibilities, resources and lines of reporting. However the Secretariat has been deliberately designed to also generate and absorb growth as it is the explicit ambition of this proposal to enable further fundraising to extend the scope and reach of GAHI Challenges and activities as the membership grows and global capacity and resources are aligned.

ORGANISATION CHART:

Director

Strategic Programme Managers	Communications and Network Manager	Programme & Membership Support Officer	Administrator

Staff Roles include:

- GAHI Director: The Director will provide the central point of leadership and accountability for GAHI performance. They will lead strategic planning, external outreach and partnership building, and oversee the practical delivery of outputs ensuring that GAHI works to address both direct innovation needs at the practice level and tackles the system level blockages to innovation through coordinated global action. The Director will functionally report to the Elrha Director, but be accountable for and report on strategic delivery to the GAHI Steering Group.

- <u>Strategic Programme Managers:</u> These positions are essential to delivering the ambition of the GAHI through the Flagship Challenges. The Managers will take responsibility for launching Challenges and coordinating the action of GAHI members around them. It is anticipated that as the GAHI membership and range of action grows the Managers will be responsible the life cycle of multiple Challenges from launch through to impact review. The Programme Managers will also be responsible for supporting the Director on system level work to facilitate the emergence of a more supportive global system for innovation.   The roles will span the multi-disciplinary areas of policy, programme management on a strategic global level supported by a strong understanding of innovation and/or humanitarian action.

- <u>Communications and Network Manager:</u> External communications are essential to successful functioning of the GAHI. The Communications and Network manager will ensure GAHI has a strong and globally recognised identity with a vision and role that is clearly understood and valued by the GAHI's diverse stakeholder communities. They will work closely with the Director and programme managers to plan Flagship Challenge launches, design marketing drives to engage new members, plan events and ensure global media coverage of the work of the GAHI membership. They will also be responsible for managing GAHI's online profile, including website, social media and online engagement platforms, ensuring members are well supported through GAHI communications and systems.

- <u>Programme and membership support officer:</u> The Programme Officer will provide day to day support to the Strategic Programme Managers in the execution of the Flagship Challenges. They will also lead on the day-to-day management of GAHI communications and providing first point support to the GAHI members.

- <u>Administrator:</u> will manage the day-to-day administrative schedule and work load of the GAHI Secretariat and governance structures.

Job Profile

Job Title:	GAHI Director
Department	GAHI hosted by Elrha, Humanitarian Department
Location	London or Cardiff
Reports to:	Director of ELRHA and GAHI Steering Group
Grade:	UK G1
Budget responsibility:	£1.5m per year
Line management responsibility:	GAHI Secretariat: - Strategic Programme Managers - Programme Membership Support Officer - Communications and Network Manager - Administrator
Child Safeguarding Level:	**Level 1** This post has been classified to be a Level 1 position. A Disclosure and Barring Service (DBS) basic check or equivalent overseas police check will be obtained for employees at this level prior to their Start Date. As the post is not covered by the Exceptions Order 1975 to the Rehabilitation of Offenders Act 1974, any spent criminal convictions will not be considered when considering suitability for the role.

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Job Purpose:

The Director will provide the central point of leadership and accountability for GAHI performance. He/she will lead on strategic planning, external outreach and partnership building, and oversee the practical delivery of outputs ensuring that GAHI works to address both direct innovation needs at the practice level and tackles the system level blockages to innovation through coordinated global action. Key performance indicators for the GAHI Secretariat will be developed in the first year of operation in dialogues between the GAHI Director and the GAHI Steering Group.

The Director will be functionally line-managed by the Elrha Director, but report on strategic delivery and performance to the GAHI Steering Group.

Key accountabilities:

Leadership of GAHI's strategy:

- Lead and be accountable for the further development and execution of GAHI's strategy and operational planning, with regular reporting on success and progress to the GAHI Steering Group.
- Ensure GAHI's strategy delivers on the core ambition to **connect** diverse stakeholders, **mobilise** collective interests, priorities, and resources, and **amplify** evidence-based ideas and messages
- Work with the GAHI Steering Group to ensure long-term financial sustainability of the GAHI beyond current grant commitments for the early phase work.
- Spearhead advocacy efforts that address systemic barriers to innovation in humanitarian action, amplifying the wider experience and evidence from the GAHI membership in calling for action.

External outreach and Alliance building:
- Lead and develop ways to expand GAHI's network, by identifying new opportunities, emerging trends and strategic shifts inside the humanitarian system and the external environment that are within the innovation ecosystem.
- Promote GAHI through proactive high-level representation with key decision makers, donors, partners in different sectors, the humanitarian community, and other external bodies and stakeholders.
- Represent GAHI in relevant policy forums, providing recognised and valued thought leadership on humanitarian innovation.

Partnership Building:
- Lead the engagement and network-building with expert stakeholder groups, to strengthen and realise synergies between ongoing innovation efforts, catalyse new collaborations and facilitate an innovation ecosystem where the overall outcome is greater than the sum of the parts.
- Consult and convene actors to leverage shared resources, mapping innovation action and initiatives already in the humanitarian system, as well as identify capacity that exists alongside it.
- Develop strong relationships with institutional and private donors that could enable scale up of innovation within the humanitarian system whilst recognising the importance of external communication to share good practice and initiative.

Management and oversight of the practical delivery of outputs:
- Lead the GAHI Secretariat Team providing clear management and direction for all staff
- Prepare, oversee and report against an annual operational plans that are aligned to the GAHI vision, mission and strategy
- Provide critical oversight of GAHI's financial position, in relation to choices and priorities impacting on current and future opportunities

Key Relationships
- Internal: GAHI Steering Group and Chair, Director of Elrha Team, Save the Children UK support services
- External: member organisations, potential actors across the humanitarian and wider public sector, the private sector, academia, media, donors and local communities

Key accountabilities:
As a Director of GAHI you will be expected to help the organisation in managing its risks by:

- operating within the policies, procedures and controls set out by the [charity] from time to time and ensuring your team (if you have one) does the same, while also ensuring that specific working controls are in place to manage the risks within your direct area of responsibility; and
- ensuring risk management and control is embedded into the charity's everyday business, critical decision making and strategic planning thus helping the [charity] to make informed decisions, and to take calculated risks.

Person Profile:

Essential Experience
- A strong and experienced leader who is inspiring, has vision and ambition for the development of humanitarian innovation, and has set strategic agendas and developed and managed their implementation
- Experience of working with and reporting to a steering group; and leading and engaging with a network of individuals, bodies and organisation across different sectors on humanitarian policy
- Experience and ability to lead, manage, motivate and develop people within a team
- Experience of international humanitarian action and development programming along with a proven track record of working with innovation policy and practice

Essential Aptitude
- Demonstrates passion, energy, drive, commitment, tenacity, resilience and integrity
- Ability to work diplomatically and sensitively
- Commitment to diversity in policy and practice

Essential Skills and Knowledge
- An excellent understanding of political and policy contexts which shape humanitarian innovation combined with proven experience of high-level policy and advocacy work in a relevant domain.
- Experience and understanding of the challenges and approaches to building diverse, representative and properly-balanced membership networks, ideally including the not-for-profit and wider public sector, the private sector, academia, and community-based organisations.
- Ability to stimulate 'problem-based' collaborative dialogue and tenacity to drive action amongst network members through to success.
- Able to manage, facilitate, and negotiate strong relationships between network members – this could include skilful navigation of the power dynamics and cultural barriers between key stakeholders from the humanitarian sector, private sector, and local communities.
- Commitment to rigorous, appropriate, and collaborative performance monitoring, evaluation, and learning.

Must be willing and able to travel extensively.

Date of job profile: **December 2016**

Appointment Details

This position will be offered on a fixed term two year contract. It will be based at either Save the Children's UK' Head Office in Farringdon, London or Elrha's office in Cardiff with some flexibility for work from home.

There will be overseas travel in order to attend meetings and facilitate the alliance membership; this could be up to 30%.

The salary and benefits will be fully commensurate with the seniority and nature of the appointment, and expected to be between £70,000 and £80,000 per annum.

The final appointment will be subject to satisfactory references and checks.

How to apply:
Application is by covering letter (max 2 pages) addressing your suitability for the role and CV (max 3 pages) details can be found here:
https://jobs.savethechildren.org.uk/vacancy/director-of-gahi---global-alliance-for-humanitarian-innovation-2919/2945/description/

Recruitment timetable:

- **Advertisement:** from 21 December 2016
- **Closing date:** Wednesday 18 January 2017
- **Initial interviews:** week commencing 23 January 2017- initial interviews will be conducted by telephone and then if successful you will be asked to attend a face to face interview in either Cardiff or London at a date to be confirmed.