Elrha’s mission is to improve humanitarian outcomes through partnership, research and innovation. Elrha’s Humanitarian Innovation Fund (HIF) supports organisations and individuals to identify, nurture and share innovative and scalable solutions to the challenges facing effective humanitarian assistance.

The scaling of an innovation represents a particular challenge in the humanitarian system, and is a new type of innovation management challenge, different and more complex than those found in early stage innovations. Alongside additional resources, we believe that success will require a focused strategy, and support tailored to the unique scaling challenges of individual innovations.

Funded by the Netherlands Ministry of Foreign Affairs, and with support from the UK Government’s Department for International Development, the HIF is delivering an exciting initiative, ‘Accelerating the Journey to Scale’, supporting three innovative projects with huge potential impact for humanitarian response. Through this initiative, each of the three projects have received a £400,000 grant and are being supported by a two-year tailored scale support package.

This initiative represents an important learning opportunity for the sector. We want to add to our collective understanding of ‘what works’ in scaling humanitarian innovation, and to generate robust recommendations to inform the next phase of its engagement with this topic.

To help with this, Elrha wishes to commission the ‘Learning How to Scale’ report, to be launched in the spring of 2018.

PURPOSE

This Terms of Reference (ToR) is for a consultancy, or individual(s), to lead on the delivery this report, with input and oversight from HIF team members.

The primary aims of this report are to:

1.) To compile early lessons and learning from the Scaling programme, and its three projects.

These lessons would cover aspects such as the success factors for scaling, the challenges and opportunities that are particular to the humanitarian sector, as well as surfacing early
learnings to inform the design of programmes and initiatives to help make scaling -- and the delivery of measurable impact at scale -- more likely.

This is part one of the exercise to surface lessons learnt from the Accelerating the Journey to Scale programme. We are hopeful that the partner we select for this stage of work will continue as our learning partner to conduct the second, and final, piece when the programme comes to a close at the end of 2018. This work would be handled under a separate contract.

Our intention is that the case studies of the Scaling programme, of the three projects we are working with, and the early lessons surfaced, will be integrated with the other components / aims of this research piece.

These are -

2. To **explore what a well-functioning ‘ecosystem’ would look like for scaling promising humanitarian innovations**, and identify the enablers and barriers for scaling that are particular to the humanitarian sector.

   This would entail reviewing analogous ‘systems’ -- for example from the social impact sector more widely, or the commercial sector -- to identify the features, institutions, practices and ‘know-how’ that make successful scaling more systematic, and likely.

   For example, an effectively functioning innovation ‘ecosystem’ to support scale might include:

   - A pipeline of high quality innovations that have evidence of impact and scalability
   - The availability of finance to allow promising innovations to scale
   - Particular skills, competencies, and learning routines
   - Standing institutions such as incubators and accelerators.

3. To **compare the view of a well-functioning ecosystem for scaling humanitarian innovations with the existing ‘picture’** - identifying gaps, opportunities and unaddressed needs.

4. To **synthesise these findings into sharp, actionable, recommendations** for the humanitarian sector as a whole, and to consult with prominent stakeholders on the validity and strength of the recommendations.

**APPROACH**

The Consultant(s) will be responsible for shaping the report, in consultation and with input from the HIF team, HIF Board and other experts within the humanitarian innovation community.

The Consultant(s) will be expected to ground the report in practical learning from the Scaling programme, be able to access learning from adjacent fields and further develop the evidence base for supporting the journey to scale in humanitarian innovation. They will also
be required to explore the ecosystem in which scaling can occur and provide a framework and insights to justify actionable recommendations.

The report will contain an analysis of reflections, data, and findings from the HIF Scaling Initiative; early evaluation data from each of the three Scaling projects; a review of literature and perspectives from the wider humanitarian innovation community; and scaling good practice from analogous sectors.

The report should be written in clear and accessible language. While the primary audience of this report is humanitarian practitioners and decision-makers working on innovation, we envision an engaging final product comprehensible to a general audience of interested stakeholders.

The detailed work plan for the HIF Scale learning report will be finalised with the Consultant(s), but it is likely that the report will include:

- **Contextual introduction to scaling** as a specific challenge within humanitarian innovation, including key definitions, features, stakeholders, and research questions.
- **Desk-based literature review**, focusing on an overview of published range of peer-reviewed and ‘grey’ literature, and a review of cutting-edge knowledge on ‘what works’ in humanitarian innovation scaling, including a comparative review of institutional arrangements, funding instruments and modalities, and general approaches conducive to enabling scaling.
- **Key informant interviews** with the wider humanitarian innovation stakeholder community, and selective interviews with other relevant experts in associated domains.
- **Detailed case studies** of the three HIF Scaling projects, incorporating evaluation-relevant content and wider learnings from the three scaling projects and the overall programme. In addition, case studies from other scaling initiatives that have been successful and any relevant and applicable learning.
- **Development of a set of actionable recommendations** to the HIF and to the wider humanitarian innovation community.

**KEY DELIVERABLES**

- Inception Plan, outlining main scope, methods, and workplan
- Draft Report
- Feedback from stakeholders
- Final Report
- Final briefing delivered to the HIF and relevant stakeholders
BUDGET AND TIMELINE

This piece of work is estimated to require 50 person-days work over a 4-month period, with preference for a starting date in middle of November 2017, and ending in mid-February 2018.

It is anticipated that the initial literature review and interviews with key informants will take place within a short timeframe at the outset of the project, resulting in a proposal for the final product within the first month.

Our intention is to co-create the work-plan with the selected Consultant(s). However, an initial view can be seen in the table below.

<table>
<thead>
<tr>
<th>OUTPUT</th>
<th>DETAILS</th>
<th>DEADLINE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preparation of Inception Plan</strong></td>
<td>Orientation to the ‘Accelerating the Journey to Scale’ Initiative and the three projects. Discussion and agreement with the HIF on the main scope, methods, and workplan.</td>
<td>Weeks 1-2</td>
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<tr>
<td><strong>Data Collection</strong></td>
<td>Desk-based review</td>
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<td>Case study research</td>
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<td><strong>Weeks 2-10</strong></td>
<td></td>
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<tr>
<td><strong>Draft Report preparation</strong></td>
<td>Submission of Draft Report</td>
<td>Week 10</td>
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<tr>
<td><strong>Testing and Feedback</strong></td>
<td>Integration of HIF feedback</td>
<td>Week 10-13</td>
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<td></td>
<td>Field testing, review and integrating feedback from stakeholders</td>
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<tr>
<td><strong>Final Report preparation</strong></td>
<td>Submission of Final Report</td>
<td>Week 13-15</td>
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<td>Integration of final HIF feedback</td>
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<tr>
<td><strong>Sharing and presenting structured feedback and recommendations</strong></td>
<td>Draft summary report and presentation</td>
<td>Week 15-16</td>
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<tr>
<td></td>
<td>Final report and presentation</td>
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CREATIVE COMMONS

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CONSULTANT PROFILE

- A substantial track record of working in the social innovation field. Experience working in the humanitarian innovation sector is desirable, but not a requirement.
- Strong knowledge of the humanitarian sector and the issues and challenges faced by organisations operating in humanitarian settings.
- A systems thinker, with world-class expertise in the theory and practice of innovation management.
- Demonstrable experience in making evidence informed, sharp, recommendations to guide policy making and action.
- A track record of published writing, demonstrating the ability to communicate complex ideas clearly and concisely to a general, interested, readership.
- Ability to gain access to key people in the sectors and work with a wide range of stakeholders in a collaborative way to develop the final product.

CANDIDATE SELECTION

The application deadline is 23:59 GMT on 15th of October 2017.

We would welcome applications from both individual consultants and small teams, where each member of the team has a clearly defined role related to their specific areas of expertise and there is a lead point of contact for the HIF.

Applications must include the following:

- CV(s) and evidence of expertise in humanitarian innovation management.
- Covering letter, setting out interest in and suitability for this consultancy role against the role requirements.
- Examples of reports, guidance or other materials produced on innovation, preferably in the humanitarian sector.
- Proposed approach to making this output rigorous, actionable, useful and agenda setting
- Day rate.

Submit applications FAO Nora Oleskog, Innovation Advisor, to info@elrha.org.