HIF FUNDING COMMITTEE: TERMS OF REFERENCE

March 2020

FUNCTION

The Funding Committees provide independent assessment and recommendation of funding decisions. The Chairs of the Funding Committees report\(^1\) to the respective Advisory Group. The Funding Committee has the authority to make funding decisions up to the amounts agreed in the budget. Its decision-making must follow the agreed process, which varies depending on the size of the grant, but in all cases is transparent and pre-agreed.

ELRHA GOVERNANCE FRAMEWORK

![Diagram of Elrha governance framework]

\(1\) Reporting accountabilities may change subject to a wider Elrha governance review due to be carried out in 2020.
vision and mission. It is responsible for ensuring Elrha is legally compliant. The Board will approve policies, annual plans and manage organisational risk. The Elrha CEO reports to the Chair of the Board.

Programme Advisory Groups
The Advisory Groups will advise the Elrha Board in terms of strategic direction. The Advisory Groups will provide the Elrha secretariat with technical advice and will make recommendations regarding programmatic priorities and set the direction and framework for grant-making. The Chairs of the Advisory Groups will report to the Elrha Board.

Technical Working Groups
The Technical Working Groups provide a greater depth of technical expertise in thematic areas Elrha is focusing on. The Programme Advisory Groups delegate their duties to the Technical Working Groups in these specific thematic areas. The Chairs of the Technical Working Groups report to the Programme Advisory Groups.

Programme Funders
Elrha’s funders may have observer status on the Advisory Groups and/or Funding Committees. This may be an ad-hoc or a regular arrangement and is agreed on a case by case basis.

ELRHA GRANT DECISION-MAKING PROCESSES
Proposals submitted to Elrha go through the following process.

1a. Initially the Elrha secretariat screen the proposal to ensure the proposal is eligible for funding, with successful applicants being asked to submit a full proposal and any relevant feedback offered by the Elrha secretariat.

1b. Full proposals that are submitted after passing the screening stage will be reviewed by the Elrha secretariat again to ensure alignment to the funding call/challenge handbook.

2. Aligned proposals are reviewed technically and scored by at least two independent technical reviewers with subject area or cross-cutting expertise.

3. Following technical reviews, the Elrha secretariat will compile the scores for all proposals and shortlist the strongest proposals and send these final proposals to the Funding Committee. Shortlisted proposals will also be reviewed by Elrha, who will review the proposal budget.

Comments from the independent technical reviewers, and the Elrha budget review where applicable, are passed to the Funding Committee for consideration alongside the shortlisted proposals. A written or verbal overview of shortlisted proposals by the relevant Innovation Manager will also be shared with the Funding Committee.
DUTIES

Members

- Funding Committee members are expected to commit to ensuring they have a clear understanding of each Innovation Challenge they are involved in reviewing. Members will familiarise themselves with the criteria for each Challenge or funding call, including joining briefing webinars, and reading Handbooks or other guidance materials.
- Critically review and appraise proposals for funding against the Challenge criteria as directed by the Elrha secretariat, within the timelines specified and in accordance with guidance e.g. on unconscious bias.
- Provide sufficient, appropriate, clear and evidenced written feedback (and numeric score(s) where applicable) on the strengths and weaknesses of the proposals through the HIF online application platform, ensuring that the proposals’ compliance with the Challenge criteria is reflected in the scores and feedback.
- This should include considering the scoring and critical reviews of the relevant technical experts and where applicable, reviewing rebuttal comments from applicants in relation to expert comments or overview of shortlisted proposals presented by the Secretariat.
- It will also include ranking proposals against the proposal assessment framework, in order to select highest quality proposals for funding.
- Attend face-to-face Funding Committee meetings, read and familiarise self with the shortlisted proposals in advance of the meeting and critically discuss them at the meetings.
- Notify the Funding Committee Chair and/or the Elrha CEO without delay of any unfair practice observed within the decision-making process.
- Comply with any investigation led by Elrha in response to an appeal or complaint procedure.
- With the Elrha secretariat, ensure Elrha’s Conflict of Interest policy is adhered to, and that any risk of unconscious bias is managed.

On an exceptional basis, Funding Committee Members might be requested to undertake other activities, such as:

- Contribute to external reviews of the HIF programme, or elements of the same
- Provide guidance and sign off on proposed major changes to funded projects, such as changes in key personnel, methodologies, or project locations

Chair

- Responsible for joining preparatory meetings or calls with the Elrha secretariat before decision-making meetings.
- Lead the Funding Committee Members through the formal proposal review process for each Call, ensuring consideration of all inputs and evidence, guiding the discussion, responsible for ensuring fairness in all Funding Committee decisions.
- Final decision-maker on funding decisions where there is no consensus.
• With the Elrha secretariat, ensure unconscious bias is managed and Elrha’s Conflict of Interest policy is adhered to.
• With the Elrha secretariat, ensure decisions and supporting rationale is sufficiently and appropriately documented to enable feedback to applicants and the relevant Technical Working Groups.
• Ensure that Funding Committee members are fully present, active and effective. If members are not contributing fully, the Chair should speak with them to ascertain the reason for this and encourage them to be more active or see if they want to step down.
• Attend and participate in HIF Advisory Group meetings to ensure connection between the two groups and represent the Funding Committee to the Advisory Group.

MEMBERSHIP AND TENURE

Membership
Membership comprises:

a. A Chair who is well informed on issues of humanitarian innovation. The Chair will be elected by the Advisory Group Members².
b. A balance of Members reflecting different forms of substantive expertise³, but with a shared interest in humanitarian innovation and performance in operational contexts. A sufficient proportion of Members need to be familiar with the range of operational contexts in which innovations funded by the HIF seek to have impact. Members may also be from outside the humanitarian sector with relevant experience in innovation.
c. The HIF will, as far as possible, ensure that membership expertise is aligned with the areas of the HIF Strategy to strengthen expertise and increase diversity e.g. southern partner representation from areas where HIF is actively working (e.g. Asia Pacific region), field-level representation from a country where there is a lot of innovation practice, gender balanced.

The HIF Funding Committee will have a maximum of 10 members. Members attend in a personal capacity.

Observer Status
One of more funders of the programme may observe the Funding Committee.

Tenure
Members are appointed for a 3-year term. Through mutual consent, this can be extended for a second 3-year term. In very exceptional circumstances it will be possible to extend tenure to a third 3-year term.

² The Chair may in future be nominated by the HIF Advisory Group, but appointed by the Elrha Board
³ Such as but not exclusively; Operational Humanitarian experience, policy level humanitarian, Academia, private sector and innovation expertise. This is not an exhaustive list
Chairs are appointed for a 2-year term. Through mutual consent, this can be extended for a second 2-year term. In very exceptional circumstances it will be possible to extend tenure to a third 2-year term.

Tenures for Chairs and other members are mutually exclusive. In other words, a Member could reach the end of their tenure, and then become a Chair with tenure for the Chair role being reset to zero. Or vice versa, a Chair may step down at the end of their tenure but agree to continue to participate as a Member of the group, with the option to serve another 2 (or 3) terms.

Individuals will be appointed to the Funding Committee following an open recruitment and selection process. As part of this recruitment, nominations may also be made by Elrha, the funders and the current Membership. A recommendation on final selection will then be made by the Members to the Elrha Board for approval.

Members including Chairs can step down at any time, with 3 months’ notice.

QUORUM AND DECISION-MAKING

Quorum will be achieved with 60% of Members, including the Chair, in attendance at any meeting. Decisions can be reached through a simple majority, with the Chair holding the decisive vote should Members, including the Chair, be split 50-50.

For decision making that only involves a subsect of the Committee (for example where there are only a small number of applications expected as is often the case with closed, invite-only funding calls), all Members involved in the subsect will be required to attend the remote meeting. If the Chair is not part of the subsect, the funding decisions reached, and the process used will be shared with the Chair for approval and sign off.

If the Chair is unable to make a meeting, they must delegate their responsibilities, in consultation with the Elrha secretariat, to an alternate Member of the group. In this eventuality, the Chair must make time to brief the stand-in Chair ahead of the meeting.

CONFLICT OF INTEREST

Elrha operates a strict conflict of interest process to ensure fairness and transparency in decision-making. Any individual who contributes to the work of Elrha must familiarise themselves with Elrha’s Conflict of Interest policy and observe its terms.

Members will be required to confirm that they have read and understood the policy and will comply with it, upon first becoming subject to it and annually afterwards. As part of the annual re-certification each individual will be required to confirm that they have complied with its provisions and have made all required disclosures.

Where members are involved in procurement or funding decisions, Elrha relies on each Individual to consider whether they may have, or be perceived to have, any actual or
potential conflict with the procurement or proposal that is being considered by Elrha, and to formally declare this to Elrha.

Elrha also has guidance on identifying unconscious bias and relies on all members of the Funding Committee to manage the risks of this and follow the review process by only reviewing what is presented in the proposal, referring to the criteria and review scores in every decision, and taking a systematic approach to each review. Members of the FC should also be prepared to raise concerns if they feel a proposal is being treated unfairly.

MEETING ARRANGEMENTS

The HIF Funding Committee will meet at least once face to face annually, with further meetings scheduled face to face or remotely as necessary. Timings will be determined by the work plan.

REMUNERATION

Remuneration will be paid as follows, for actual time spent/or on honorarium basis: £5,000 for Members; £7,000 for the Chair. This reflects the balance of work for Members and Chairs respectively.

Members will be expected to contribute reviews and decision-making in up to 4 Funding Challenges a year. Each Funding Challenge will involve reviewing and assessing an average of 12 applications, with each application taking up to an hour to review and participating fully in a remote or face-to-face decision-making meeting.

Invoices for the above should be submitted within a month of the first face-to-face meeting and will be paid within 30 days.

ELRHA SECRETARIAT DUTIES

The Elrha team will circulate a meeting agenda and share the shortlisted proposals for review at least 2 weeks in advance of decision-making meetings.

An appointed member of the Elrha team will minute the meeting and circulate minutes after the meeting.