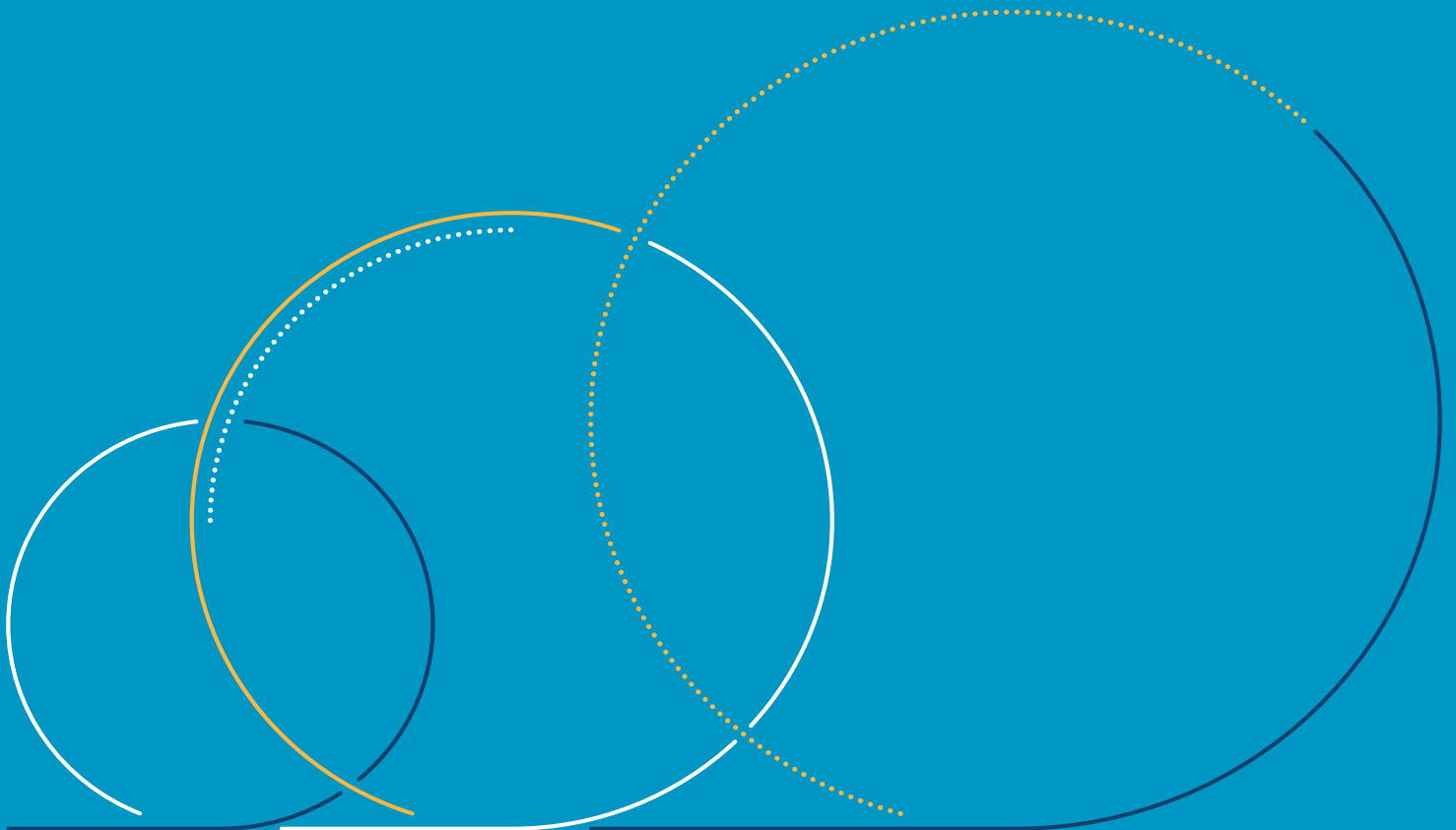


JANUARY 2020
APPLICANT HANDBOOK

JOURNEY TO SCALE

Funding for scaling humanitarian innovation



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KEY INFORMATION

To apply for Journey to Scale, complete the Phase 1 application via our Common Grant Application platform.

- Already have an account? [Log in to start an application.](#)
- Don't have an account? [Sign up to open an account and start an application.](#)

Deadline for Phase 1 applications: 14 February 2020, 23:59 GMT

Continue reading this handbook for further information about J2S and how to apply.

ABOUT JOURNEY TO SCALE

We are Elrha. A global organisation that finds solutions to complex humanitarian problems through research and innovation. Elrha's Humanitarian Innovation Fund (HIF) aims to improve outcomes for people affected by humanitarian crises by identifying, nurturing and sharing more effective and scalable solutions.

Since 2011 we have funded and provided support for over 150 innovations, many of which have demonstrated strong potential to address important problems in the sector. However, moving beyond initial pilots to develop sustainable and fully realised solutions and gain wider uptake is a significant challenge.

The first round of Journey to Scale (J2S) was launched in 2016 and supported three promising humanitarian innovations: Field Ready, Translators without Borders and Healing in Harmony. During the grant period, the projects were able to grow significantly, investing in improving their technical and organisational capabilities and capacity, and overseeing more than 20 new deployments of their innovations combined.

Our second round of J2S will provide initial support for **ten** shortlisted teams to develop scaling strategies for their innovations. We will then award **five** teams with the strongest proposals flexible funding of up to 580,000 GBP each to explore different scale pathways and refine their approach.

OVERVIEW OF THE PROCESS

Journey to Scale (J2S) is aimed at humanitarian innovators who have successfully piloted their solution in at least one humanitarian setting and are now looking to scale the impact of their innovation.

Scaling is the process of building on demonstrated successes to increase impact, ensuring that solutions reach their maximum potential and lead to widespread change. Among other things, it may involve developing a fully realised and sustainable solution, replicating and adapting that solution in new settings, developing new partnerships to facilitate this growth and/or advocating for uptake by other actors.

We place a strong emphasis on ethics. Humanitarian actors are committed to inclusive approaches that promote justice and encourage the trust of communities affected by crises. But introducing novel products and processes in crisis settings, and potentially altering relationships, is often associated with risks of harm. It is therefore vital that innovators demonstrate ethical and evidence-informed decision-making processes.

J2S includes two phases: Strategy Development, to help innovation teams develop their scaling vision and strategy; and Strategy Implementation, to enable them to implement, test and iterate their approach.

PHASE 1: STRATEGY DEVELOPMENT (MAY–SEPTEMBER 2020)

Following an open application process, ten innovation teams will be selected to take part in the Strategy Development phase. These teams will receive mentoring and support to develop a coherent and comprehensive scaling vision and strategy. At the end of the Strategy Development phase, we will bring these teams together for a workshop to learn from each other and to finalise their scaling strategies. Up to 10,000 GBP will be available to each team to support this phase.

For further details on the Strategy Development phase, please see [page 17](#) of this handbook.

PHASE 2: STRATEGY IMPLEMENTATION (DECEMBER 2020–2023)

At the end of the Strategy Development phase, the ten teams will be invited to submit their Phase 2 application and their scaling strategy. The five strongest proposals will progress to the Strategy Implementation phase.¹ Each successful team will receive up to 580,000 GBP in grant funding. Grant payments will be made in instalments throughout the grant period, with the first instalment to be paid in December 2020. *The grants will close in 2023. Exact date to be confirmed.*

¹ Only those teams who have gone through the Strategy Development phase are eligible to apply for the Strategy Implementation phase.

In addition to financial support, we will also offer one-to-one mentorship for each team throughout the grant period, as well as workshops to strengthen scaling capacity. There will be further opportunities for peer learning through the grantee cohort and to access our network of former grantees and humanitarian partners.

For further details on the Strategy Implementation phase, please see [page 19](#) of this handbook.

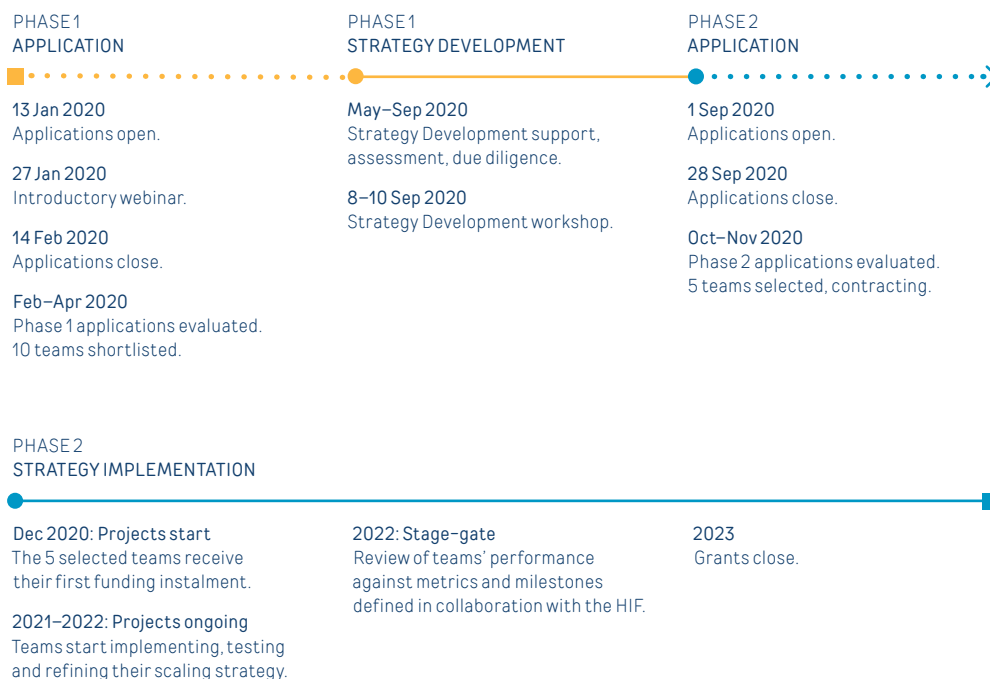
ELIGIBILITY

To be eligible to apply to J2S:

- Your organisation must be a legally registered entity (ie, academic/research institute, government, international non-governmental organisation, national non-governmental organisation, private company, Red Cross/Red Crescent movement, United Nations agency or programme, or civil society organisation).
- Your application must be from a single organisation, rather than from a partnership between two or more organisations. We encourage this to ensure that there is clarity over the ownership of the innovation and that teams have the flexibility to explore diverse partnerships throughout their scaling journey.
- Your innovation must address a challenge from one or across multiple sector(s) of humanitarian action. It can involve either directly empowering or supporting people affected by crises or providing services to other humanitarian actors.
- Your innovation must have been piloted in at least one humanitarian setting. This might include, but is not limited to, a rapid-onset disaster, slow-onset disaster, or conflict or protracted displacement situation.
- Your innovation must have undergone an independent evaluation of its effectiveness.
- If your team is part of a larger organisation, you must have agreement from leadership to explore different pathways to scale, including potential uptake of your innovation by other organisations.
- You must not have previously received funding in the first round of J2S.
- Your team must be able to attend the Strategy Development workshop (two to three team members), taking place **8–10 September 2020**, plus a day of travel time on either side. The location of the workshop will be confirmed at a later date.

Please note: We strongly recommend that you review our Due Diligence and Contracting FAQs and Template Grant Agreement before drafting and submitting your application. This is to ensure you understand all the terms and conditions of the grant, such as those relating to intellectual property, safeguarding, security, and review of audited accounts/financial management procedures. This information is available to download on the Common Grant Application platform.

APPLICATION AND EVALUATION PROCESS



PHASE 1 APPLICATION

KEY DATES

- 13 January 2020 – Phase 1 applications open
- 27 January 2020, 13:00 GMT – Webinar for those interested in submitting a Phase 1 application ([sign up here](#))
- 14 February 2020, 23:59 GMT – Deadline for Phase 1 applications
- February–April 2020 – Phase 1 applications are evaluated
- Late April 2020 – Ten teams are selected to join the Strategy Development phase

Phase 1 applications are open from 13 January to 14 February 2020. You will need to submit your Phase 1 application through our Common Grant Application platform, including information on the problem you are working to address, your innovation, your team and capabilities, and your initial thinking around scaling. An introductory webinar will provide an opportunity for Q&A.

Once submitted, applications will go through an initial eligibility screening by the HIF team, based on the criteria outlined in this handbook. Eligible applications will then be reviewed by external technical reviewers and by the HIF's independent Funding Committee. Applications will be assessed against

the five criteria outlined in this handbook using a weighted scoring system. On this basis, the strongest ten applications will go through to the Strategy Development phase.

For further details on the Strategy Development phase, please see [page 17](#) in this handbook.

PHASE 2 APPLICATION

KEY DATES

- 1 September 2020 – Phase 2 applications open
- 28 September 2020, 23:59 GMT – Deadline for Phase 2 applications
- November 2020 – Five teams are selected and undergo final due diligence and contracting
- December 2020 – Teams start implementing their scaling strategies

Phase 2 applications will only be open to the ten shortlisted teams that attend the Strategy Development phase. You will need to submit your Phase 2 application through our Common Grant Application platform. We will support you to develop your application materials throughout the Strategy Development phase, building on your Phase 1 application.

Phase 2 applications will be reviewed by external technical reviewers and by the HIF's independent Funding Committee. Five innovation teams will be selected to join the Strategy Implementation phase. They will receive the first instalment of funding in December 2020.

For further details on the Strategy Implementation phase, please see [page 19](#) in this handbook.

DETAILED SELECTION CRITERIA

Phase 1 proposals from eligible applicants will be evaluated against the following criteria:

1. A well-understood problem
2. An impactful solution
3. Readiness for Journey to Scale
4. The right team for scaling
5. Relevant partners and networks

For each criterion, we highlight the relevant Phase 1 application questions and information about what a strong response should include.

Phase 2 proposals will be primarily assessed based on the scaling strategy developed during the Strategy Development phase. Further details will be provided during Phase 1.

1. A WELL-UNDERSTOOD PROBLEM

We are looking for innovation teams with a deep understanding of the humanitarian problem they are looking to address. Successful teams should be able to clearly articulate and evidence the problem, who it affects and how, the root causes and contributing factors, and the key barriers to solving it. They will also have thought through how the problem affects individuals depending on identity characteristics such as disability, age and gender.

As part of building their understanding of the problem, teams will have engaged in an ethical and considerate way with both people affected by crises and, if different, the potential users of the innovation, as well as with local organisations that have intimate knowledge and experience of the problem. They will also draw on the practical experience of their team.

Teams may be working to address a problem that is context-specific and/or is a priority for the wider humanitarian sector, and they are expected to provide supporting evidence wherever it is available (eg, evaluations and reports, sector-wide problem analyses, peer-reviewed papers, systematic review).

For the Phase 1 application, teams will be expected to answer the following questions related to this criterion:

- **What is the problem your innovation is addressing?** [1500 characters] *What is the problem? Who does it affect and how? What is causing it? What are the key barriers to addressing it? Why is this an important problem for the humanitarian sector?*
- **Where does your understanding of the problem and its importance come from?** [1500 characters] *What evidence do you have to support your understanding of the problem?*

For this criterion, high-scoring proposals will include those where:

- The applicant clearly articulates what the problem is, who is affected by the problem and how, and what is causing the problem.
- The applicant provides compelling evidence that the problem is important and relevant to the humanitarian sector (eg, evaluations and reports, sector-wide problem analyses, peer-reviewed papers, systematic review).
- The applicant’s understanding of the problem is well evidenced by drawing on an appropriate combination of the team’s experience, the team’s own research (eg, reports or papers), engagement with people affected by crises or (if different) potential users of the innovation (eg, testimonials), local organisations and other humanitarian actors (eg, surveys and feedback collected).

Weighting of this criterion for the Phase 1 application – 30%.

2. AN IMPACTFUL SOLUTION

We are looking for humanitarian innovations that have been piloted in at least one humanitarian setting and have undergone an independent evaluation of their effectiveness. By ‘innovation’ we mean that the proposed solution offers a new or an improved approach to addressing the identified problem.

Successful innovations will have undergone an independent evaluation of effectiveness and we encourage teams to share any other types of evidence they have on their innovations. This can include, but is not limited to, the acceptability and usability of the innovation, its cost, efficiency, feasibility or sustainability.² Innovators will be expected to have a good understanding of their past and current learning objectives and the types of evidence they need to generate for particular purposes.

The development of innovations should be explicitly driven by shared humanitarian values, consider the range of ethical challenges that may arise during the development and scaling of the solution, and propose effective strategies to mitigate any risks. Processes should be in place to ensure key decisions are informed by ethics and evidence.³

² See [Determine Learning Objectives](#) section in the Humanitarian Innovation Guide and our [WASH Evidence Challenge Handbook](#) for more guidance on evidence for innovation.

³ For sample ethics reflections questions as well as information on how to ensure the ethical viability of research studies, please consult the Principles and Ethics section in our Humanitarian Innovation Guide and Elrha’s R2HC Research Ethics Framework and Tool. (Noting the latter is focused on academic research rather than humanitarian innovation more specifically).

There should also be clear consideration of the degree to which users and people affected by crises are engaged in problem recognition and design activities, whether that is through user feedback, co-design, transfer of ownership, or other means.

Innovation teams should consider inclusivity and intersectionality when it comes to the access and use of the innovation. Intersectionality recognises the interaction of multiple factors – such as disability, age and gender – which can create compounded layers of discrimination and distinct perspectives for individuals.



For the Phase 1 application, teams will be expected to answer the following questions related to this criterion:

- **What is your innovation?** [1000 characters] *How does your solution address your chosen problem? How is it innovative (ie, new or better than existing alternatives)?*
- **How have you tested, developed and improved your innovation?** [2000 characters] *Who have you tested it with (eg, user groups and other stakeholders) and how have you considered inclusivity and intersectionality in the testing? What key things have you learned? How have you improved your innovation as a result of this learning?*
- **What evidence do you have that your innovation can deliver real-world impact?** [1500 characters] *Where has it been piloted? Has there been an independent evaluation and what did this conclude? Supporting documentation should be attached at the end of the application. This must include an independent evaluation of effectiveness; other types of evidence will be looked upon favourably.*
- **What are the ethical considerations related to your innovation?** [1000 characters] *How might relevant principles and values (eg, humanitarian principles, organisational values) be challenged in delivering the project? How do you plan to mitigate associated risks?*

For this criterion, high-scoring proposals will include those where:

- The innovation presents a new or improved approach to addressing the chosen humanitarian problem.
- The innovation clearly addresses the identified humanitarian problem.
- The innovation has been developed in an ethical way by taking into account the potential risks for users and responding appropriately.
- Where appropriate, the innovation has been developed with meaningful participation from users and with consideration of inclusivity and intersectionality.
- Learning has fed into improving the innovation.
- The innovation has been piloted in at least one humanitarian setting with an appropriate number of users.

- The team can provide robust, independent evidence that demonstrates the effectiveness of their innovation.

Weighting of this criterion for the Phase 1 application – 40%.

3. READINESS FOR JOURNEY TO SCALE

J2S is for innovators who have piloted their innovation, but who do not yet have the strategy, capabilities and resources in place to scale their impact. When assessing innovators’ readiness to join J2S, we will consider the maturity of their innovation (eg, number of pilot deployments or evidence base), their potential to scale the innovation and the extent to which they would benefit from the combination of both support and funding offered.

Having a fully-developed scale vision and strategy⁴ is not expected for the Phase 1 application, but successful applicants should have a high-level idea of what their pathway to scale could be (eg, direct implementation, adoption by others, or policy or practice standards⁵) and how they could make their innovation financially sustainable (eg, selling directly to users, attracting mainstream humanitarian funding or leveraging supplementary revenue streams).

We are particularly keen to support innovation teams where both the financial and non-financial support offered by J2S will make a significant difference to their chances of scaling. Innovation teams will have identified questions they need to answer, and barriers they need to overcome, and will preferably have a series of hypotheses they want to test.

We expect successful teams to have a robust understanding of the breadth and depth of the innovation’s current and potential impact. For example, how many people might the innovation affect and to what degree? Might it have a significant impact on a small group of people or a less significant impact across a much larger group?

Successful teams will also have a good understanding of the ecosystem in which their innovation is situated. This means that they can articulate their role within the wider system and how the system might influence their pathway to scale. They will know who the key actors are, as well as how external factors such as location, politics, economics, social and cultural dynamics, the environment, and the available infrastructure will impact on their innovation’s ability to successfully scale.



For the Phase 1 application, teams will be expected to answer the following questions related to this criterion:

4 See [Scale vision module](#) and [Scale strategy module](#) in the Humanitarian Innovation Guide.

5 See ‘Pathways to impact framework’ (page 13) in Elrha’s [Too Tough to Scale?](#) report and ‘Pathway to scale’ in the [Glossary](#).

- **What impact could your innovation have on the problem at scale?**
 [1500 characters] *Please provide a quantified estimate of your potential impact, explaining your working. We are interested in understanding the potential breadth and depth of impact in 10+ years' time, considering the degree of change, number of people affected, etc., and how you came to this conclusion. We are keen to support a range of innovations, from those with potential for global impact to those with more geographically or contextually bounded potential.*
- **How do you envisage scaling up your innovation?** [1500 characters]
What pathway(s) to scale are you considering? What key hypotheses do you need to test and what barriers do you need to overcome in order to scale?

For this criterion, high-scoring proposals will include those where:

- The vision of the team is broader than scaling within one population, type of humanitarian setting or organisation.
- The team have identified one (or more) relevant scale pathway(s) to explore.
- The team have defined a relevant set of questions and hypotheses about how they might scale and have a good understanding of the barriers they will need to overcome.

Weighting of this criterion for the Phase 1 application – 10%.

4. THE RIGHT TEAM FOR SCALING

Your team may be a stand-alone organisation or a team that is part of a larger organisation. In the context of J2S, a 'team' refers to members of the applying organisation who are directly involved and responsible for the development and scale of the innovation. We encourage applications from single organisations to ensure that there is clarity over the ownership of the innovation and that teams have the flexibility to explore diverse partnerships throughout their scaling journey.

Given this, we do not necessarily expect teams to already have the full in-house capabilities and skills to scale their innovation. But we do expect teams to have a good understanding of the kind of skills they will need to scale. For example, if their scale pathway is focused on selling directly to users, the team might benefit from someone with sales and marketing experience; if their scale pathway is focused on policy and guidance, the team might benefit more from someone with negotiation and advocacy experience.

We expect teams to have strong leadership with a clear vision for scaling. Successful teams will also have a shared understanding of the scaling vision and potential pathways to scale and will have an open culture where all team members are able to contribute their ideas and shape the direction of the innovation.

Teams that are part of larger organisations will be expected to have clear support from their leadership to explore a diverse range of relevant pathways to scale, including pursuing uptake by other organisations (eg, formal written approval or a letter of support from leadership).



For the Phase 1 application, teams will be expected to answer the following questions related to this criterion:

- **How is your team organised?** [1500 characters] *Who are your key team members and what skills and relevant experience do they have? How long have they been in the team?*
- **What additional skills and capacity will your team need to scale effectively?** [1000 characters] *Please note that we expect your response to this question will evolve during the Strategy Development phase, should you progress to the next stage.*
- **Does your team have the autonomy to explore a range of relevant pathways to scale?** [1000 characters] *If your team is part of a larger organisation, please describe where your team is positioned in the structure of the organisation, and how your team works with other teams, departments or offices. Please also provide evidence of clear support from leadership to explore different pathways to scale, including potential uptake of your innovation by other organisations (eg, formal written approval or a letter of support from leadership).*

For this criterion, high-scoring proposals will include those where:

- Key team members have relevant experience and expertise related to the problem and/or solution, and will be, at least, familiar with the challenges of working in the humanitarian sector.
- The project leader or leadership team has in-depth experience and expertise related to the problem and/or solution and experience of strategically managing teams.
- The team has a good understanding of the additional skills it needs to scale.
- If the team is part of a larger organisation, they have clear support from leadership to explore different pathways to scale, including the uptake of their innovation by other organisations (eg, formal written approval or a letter of support from director-level leadership). This will be needed when submitting the Phase 1 application.
- The team would benefit from both the financial and non-financial support of J2S. Even if the team has an initial scale strategy and vision, they demonstrate that they are willing to share their strategy, learn and adapt.

Weighting of this criterion for the Phase 1 application – 10%.

5. RELEVANT PARTNERS AND NETWORKS

We are looking for teams with a good understanding of the wider ecosystem they operate in as well as their own role within it.

Successful teams will be able to build strong relationships with relevant local and international actors, advisors and other supporters who can help them scale. Depending on the innovation and scale pathway, these actors might include government representatives and policy-makers, civil society representatives, local organisations, universities and academics, development actors or private sector organisations. For example, innovations in education need to align with national curriculum and educational priorities, so close relationships with local governments and Ministries of Education are essential.⁶

Successful teams will have developed or be in the process of developing the key partnerships they need to scale their innovations effectively, ethically and sustainably. Teams will have a clear understanding of the role each of their partners plays, and how to maintain good relationships with them. Importantly, teams applying from international organisations will be expected to collaborate closely with local and national organisations, where appropriate, to ensure that their capacity and knowledge is central to the continuing development of the solution.

Successful teams will also have influential champions inside or outside of their organisation who are able to advocate for the innovation to accelerate its adoption. Examples of influential champions include, but are not limited to, individuals from the leadership team of a leading international humanitarian organisation, a recognised local organisation, or active users with diverse connections to relevant communities.

If you don't have the ongoing capacity to directly implement your innovation in a humanitarian setting and your innovation requires field implementation in order to scale, we will expect you to work closely with appropriate partners during both the Strategy Development and Strategy Implementation phases. For the Phase 1 application, we are interested to learn more about your partnerships during the development of the innovation.



For the Phase 1 application, teams will be expected to answer the following questions related to this criterion:

- Do you have any champions committed to helping you scale your innovation? [1000 characters] *Who are they and how are they supporting your innovation? Are they inside or outside your organisation? Please note that we will expect to speak with identified champions, should you progress to the next stage.*

- Do you have any close partners and how formalised is each relationship?
[1500 characters] *What key individuals or organisations are in your wider network and how do you work with them?*
- Will you need to partner with anyone else to achieve impact at scale?
[1500 characters] *Who else might you want to partner with, and why? How well-developed are these relationships at present?*

For this criterion, high-scoring proposals will include those where:

- The team has identified key partners they will need in order to effectively scale.
- The team has a good understanding of the ecosystem they operate in as well as their own role within it, including insight into the capacity and knowledge of local organisations.
- The team has a wide range of other relevant relationships to draw on.
- The team has enthusiastic and influential champions who are able to help build momentum and drive the uptake of the innovation through their support.
- If the team doesn't have ongoing humanitarian implementing capacity, they have identified a possible implementation partner. For the Phase 1 application, they are not expected to have a formalised partnership.

Weighting of this criterion for the Phase 1 application – 10%.

IN DETAIL – PHASE 1: STRATEGY DEVELOPMENT

JANUARY–APRIL 2020

PHASE 1 APPLICATION

Phase 1 applications will open on 13 January 2020. You will need to submit your Phase 1 application through our Common Grant Application platform by 14 February 2020, 23:59 GMT.

There will be an optional webinar ([sign up here](#)) for interested applicants on 27 January 2020, 13:00–14:00 GMT. The webinar will discuss the overall structure of J2S, the evaluation criteria and support package offered. The webinar will be recorded and available on the Elrha website.

The Phase 1 application form will provide space for you to outline the problem you are working to address, your innovation, your team and capabilities, and initial thinking around scaling.

As part of the Phase 1 application, you will also be expected to provide the following:

- **(Essential)** An independent evaluation of effectiveness.
- **(Essential if applicable)** Letter of support from leadership if your team is part of a larger organisation.
- **(Optional)** Any other types of evidence for your innovation (in addition to the independent evaluation of effectiveness).

Applications will be screened for eligibility by the HIF team, based on the criteria outlined in this handbook. Eligible applications will then be reviewed by external technical reviewers and by the HIF's independent Funding Committee. The strongest ten applications will go through to the Strategy Development phase.

MAY–SEPTEMBER 2020

SUPPORT COMPONENT

Between May and September, the ten selected teams will receive training and mentoring to develop a coherent and comprehensive scaling vision and strategy. At the end of the Strategy Development phase, teams will come together for a workshop to finalise and consolidate their scaling strategies. The workshop will also provide an opportunity for peer learning across the cohort.

Applicants must be available to attend the workshop (two to three team members), from 8–10 September 2020, plus a day of travel time on either side. The location will be confirmed at a later date.

ASSESSMENT COMPONENT

Early in the Strategy Development phase, the teams will also undergo a one-to-one assessment by the HIF team. This is an opportunity for individual teams to meet the HIF (either virtually or in-person) and to ask any questions about J2S. The one-to-one assessment will also be an opportunity for the HIF to better understand the experience of the teams and meet any key partners or champions.

Each one-to-one assessment will be documented by the HIF. The assessment will include observed strengths of the teams, as well as opportunities for improvement and specific recommendations for actions to take, either during the Strategy Development phase or later, during the Strategy Implementation phase. The document will be shared with the teams who will then have the opportunity to review and respond to the assessment as part of their Phase 2 application (more below).

FUNDING

We recognise that the Strategy Development phase will require a significant time commitment from each of the teams. We are offering grant funding up to 10,000 GBP in contribution to the costs associated with this process. Grants will be paid in arrears, contingent on the successful completion of due diligence and submission of a budget outlining expected costs.⁷

Travel and accommodation costs associated with attending the workshop will be covered separately by the HIF.

IN DETAIL – PHASE 2: STRATEGY IMPLEMENTATION

SEPTEMBER 2020–NOVEMBER 2020

PHASE 2 APPLICATION

At the end of the Strategy Development phase, the ten teams will be invited to submit a Phase 2 application. This application will be based primarily on the scaling vision and strategy developed in the preceding months.

The Phase 2 application form will also ask about progress made during the Strategy Development phase, as well as hopes and expectations for the financial and non-financial support offered through J2S.

Teams will be required to submit:

- **Scaling vision and strategy for their innovation** (templates and support to complete these will be provided during the Strategy Development phase).
- **Workplan and budget** for implementing the scaling strategy (or part of it) if you are selected for the Strategy Implementation phase.
- **One-to-one assessment document** as prepared by the HIF team.
- **Response to the one-to-one assessment.** We are looking for open responses to the feedback and suggestions made by the HIF team. We expect teams to take suggestions into account in their scaling strategies and plans for the Strategy Implementation phase. We are also open to teams challenging the feedback if they see it as inaccurate or inappropriate.

The Phase 2 application will be assessed by at least two technical reviewers and our independent Funding Committee using a weighted scoring system. The strongest five applications will progress to the Strategy Implementation phase.

DECEMBER 2020–2023

STRATEGY IMPLEMENTATION PHASE

The five teams selected to join the Strategy Implementation phase will be notified in mid-November and projects are expected to start in December 2020.

Our objective is to ensure that teams have the flexibility to implement their scaling strategy, learn quickly and adapt activities based on this learning.

The Strategy Implementation phase will be stage-gated in 2022. At this point, the performance of the five teams will be measured against metrics and milestones agreed in advance. The stage-gate will be a reflection point for both the HIF and

the teams to assess progress and learning. The allocation of the remaining funding beyond this point is not guaranteed if significant progress has not been achieved.

As part of the Strategy Implementation phase, the selected teams will receive a tailored support package from the HIF, including workshops and one-to-one mentorship. The support will be shaped by grantees' existing expertise and identified and evolving priorities.

Across all teams, focus areas of support will include:

- Business model development and testing
- Research, evaluation and learning
- Organisational and leadership development

Depending on the specific needs of each team, other areas of support may include:

- Identifying, iterating and codifying the 'core' of the innovation
- Developing brand, communications and marketing functions
- Developing effective partnerships
- Managing and supporting a remote and/or growing team
- Understanding and managing intellectual assets and property
- Embedding ethical, inclusive and responsible approaches to innovation

GLOSSARY

Unless specified, the following definitions were taken in full from our [Humanitarian Innovation Guide](#).

ADOPTION

Where an independent organisation takes on another organisation’s innovation and implements it in a new location. Also referred to as UPTAKE.

HUMANITARIAN SETTING

Refers to different phases of humanitarian response (eg, rapid response, protracted emergencies, acute emergencies), site (eg, camp, urban), geography, environmental conditions, type of humanitarian crisis (including natural disasters, conflicts, or complex emergencies, either at the regional, national or sub-national levels, within lower- or middle-income countries), or characteristics of people interacting with the innovation (eg, age, disability, gender, cultural practices).

HUMANITARIAN INNOVATION

As an iterative process that identifies, adjusts and diffuses ideas for improving humanitarian action.

INTERSECTIONALITY

This means the interaction of multiple factors, such as disability, age and gender, which can create multiple layers of discrimination, and, depending on the context, entail greater legal, social or cultural barriers. These can further hinder a person’s access to and participation in humanitarian action, and more generally, in society.⁸

PATHWAY TO SCALE

Ways in which an organisation can achieve scale (ie, financial sustainability, growth in users, established partnerships). Different pathways are set out and discussed in the literature on scale under different categories and names. Elrha's [Too Tough to Scale?](#) report uses Elrha's Pathways to Impact Framework. This includes three scaling pathways: through policy and guidance or practice standards, through adoption by others and by direct implementation by the originating organisation. These pathways are described on [page 13 of the report](#).

For an alternative framework and a more detailed breakdown of different scale strategies, see The Fuqua School of Business, 2006, '[Approaches to Scaling Social Impact](#)'.

PILOT

Testing a potential solution to learn whether and how it works in a complex real-world environment. See [Stage 5 – Pilot](#) in our Humanitarian Innovation Guide for details.

SCALING

Scaling is the process of building on demonstrated successes to increase impact, ensuring that solutions reach their maximum potential and lead to widespread change. Among other things, it may involve developing a fully realised and sustainable solution, replicating and adapting that solution in new settings, developing new partnerships to facilitate this growth and/or advocating for uptake by other actors. See [Stage 6 – Scale](#) in our Humanitarian Innovation Guide for details.

STAGE-GATE

A stage-gate is a point in a project or plan at which development can be examined and any important changes or decisions relating to strategy, costs, resources, etc. can be made. Potential decisions typically include: continue, changes required, pause and stop.

UPTAKE

Where an independent organisation takes on another organisation's innovation and implements it in a new location. See also [ADOPTION](#).



WE LOOK FORWARD TO RECEIVING YOUR APPLICATIONS!

Apply via our Common Grant Application platform by
14 February 2020, 23:59 GMT.

For any questions that are not covered by this
handbook, please email us at hif@elrha.org,
referencing 'Journey to Scale' in the subject line.