



# ORGANISATION NAME/S

# INNOVATION

# DATE

## Contents

0. EXECUTIVE SUMMARY .....	2
1. THE PROBLEM .....	3
2. THE INNOVATION .....	4
3. PATHWAY TO SCALE.....	6
4. BUSINESS MODEL.....	8
5. VALUE NETWORK .....	9
6. FINANCIAL MODEL .....	10
7. TEAM AND ORGANISATIONAL DEVELOPMENT.....	11
8. APPROACH TO INNOVATION .....	13
9. ACTION ROADMAP .....	15
10. REFERENCES.....	17

Using the Scaling Strategy template.

- There are a large number of sub-heading and questions within the template. **You should respond to these with succinct, short, to the point answers** (bullet points, tables, diagrams). Avoid lengthy prose.
- Feel free to adapt the headings, though we recommend you cover most of the elements identified in the guidance boxes to ensure that the Scaling Strategy is as comprehensive as possible.
- It is recommended that you **identify your Learning Objectives** at the end of each section, which captures key questions to address knowledge gaps, to test assumptions and hypotheses. There is space for you to prioritise these into a project Learning Agenda in the Action Roadmap section.
- Under each section heading, there is a box containing **guidance on what should be included** in that section.
- They also contain links to pages of Elrha's [Humanitarian Innovation Guide](#) that may help you to think through and develop content for that section. The guide includes explanations, tools and exercises.
- These information boxes are included to help you through the development process.



## 0. EXECUTIVE SUMMARY

This section should include key messages in a single page.



## 1. THE PROBLEM

This section should include:

- **What is the problem your innovation is addressing?** 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?** What evidence do you have to support your understanding of the problem?
- What are the root causes of the problem? (HI Guide [Diagnose Root Causes](#))
- What is the breadth and depth of the problem? (HI Guide [Breadth and Depth of Impact](#))
- Who cares about the problem? (HI Guide [What's at Stake](#))
- **Current practice:** How is the problem currently being addressed? Including existing policy, practice and solutions and their relative merits and shortcomings.
- **Learning Objectives:** What assumptions or hypotheses do you need to test in relation to your understanding of the problem as your innovation transitions to scale?

### THE PROBLEM

[Input]

### BARRIERS TO ADDRESSING THE PROBLEM

[Input]

### CURRENT PRACTICE

[Input]

### EVIDENCE OF THE PROBLEM

[Input]

### LEARNING OBJECTIVES

[Input]



## 2. THE INNOVATION

This section should include:

- **What is your innovation?** How does your solution address your chosen problem? How is it innovative (i.e., new or better than existing alternatives)?
- **How have you developed, tested and improved your innovation?** Who have you tested it with and what have you learned? How have you considered inclusivity and intersectionality?
- **What evidence do you have that your innovation can deliver real-world impact?**
- **What impact could the innovation have on the problem at scale?**
- **The solution:** an elevator pitch of your innovation.
- **Core components:** What are the core components? Have they been documented/ codified? What is left to codify? You may want to consider the 'lifecycle' of the innovation.
- **Intellectual property:** How is any IP being treated (do you own it, is it shared, does it belong to someone else, or is it under a creative commons licence)? Will there need to be changes to this?
- **Quality control:** At scale, who carries out quality control (such as accountability, monitoring and evaluation) and how? How can users feedback their experience?
- **Monitoring, evaluation and learning:** Describe monitoring, evaluation and learning practices you have already used in the development and piloting of your innovation. how will you adapt and build on the for scaling?
- **Evidence:** Evidence that your solution has an impact; research to date; results; planned research. What evidence of effectiveness/ efficiency/ outcomes/ impact of your innovation do you need in order to scale your innovation in a responsible and impactful way? What additional evidence do you need in order to scale, e.g., market appetite, manufacturing capacities, business model viability and other 'Learning Objectives' or 'theory of scale' questions. (HI Guide [Generate and Integrate Evidence](#), [Research and Learning](#))
- **Learning Objectives:** What assumptions or hypotheses do you need to test as your innovation transitions to scale? This may include, but should not be limited to, your research questions.

### THE SOLUTION

[Input]

### CORE COMPONENTS

[Input]

### Lifecycle

[Input]

- *What needs to be done to ensure the complete lifecycle of the solution is in place for delivery at scale (e.g. e-waste solutions, ongoing continuous improvement, version control etc.)*



- *How significant is any change required to ensure the lifecycle is in place for delivery at scale? The low, medium, high rating can be useful to identify which areas of the strategy will require most investment (time, money or other resources).*

Degree of change required: [LOW / MED / HIGH]

## INTELLECTUAL PROPERTY

[Input]

## QUALITY CONTROL

[Input]

- *How significant is any change required to ensure quality control is in place for delivery at scale?*

Degree of change required: [LOW / MED / HIGH]

## MONITORING, EVALUATION AND LEARNING

[Input]

## EVIDENCE

[Input]

## LEARNING OBJECTIVES

[Input]



### 3. PATHWAY TO SCALE

This section should include:

- **Scaling vision:** Outline the 'end state' of how your innovation will be functioning when it is having optimum impact on the problem you are seeking to address (this is usually a 15-20 year vision). Be clear on the role your organisation will have in this.
- **Scaling goal:** The goal you are setting for the next stage of your scaling journey
- **Theory of scale:** how will you transition from where you are now to achieve your two year scaling goal?
- **Delivery at scale:** how will this be implemented at scale (scaling routes)? You may also want to include 'delivery mechanisms', i.e. Based on your delivery mechanism at scale, what further areas need to be developed e.g. manuals, training, supply chain, digital platforms, communities of practice etc.
- **Learning Objectives:** What assumptions or hypotheses do you need to test in relation to your pathway to scale as your innovation transitions to scale?

#### SCALING VISION

[Input]

#### SCALING GOAL

By *[date]* we intend to have scaled our impact to *[number]* of *[target group]* across *[number of contexts or countries]*. We will have done so using a *[scaling strategy e.g. licensing, or directly operating]*.

In order to reach this goal, we will need to deliver the following achievements:

1. Achievement 1 *[e.g. codified our core model]*
2. Achievement 2 *[e.g. have built our evidence base with a randomised control trial]*
3. Achievement 3 *[e.g. have developed and tested a sustainable business model]*

#### THEORY OF SCALE

[Input]

#### DELIVERY AT SCALE

[Input]

#### Delivery mechanisms



[Input]

- *How significant is any change required to ensure that delivery mechanisms are in place for delivery at scale? The low, medium, high rating can be useful to identify which areas of the strategy will require most investment (time, money or other resources).*

Degree of change required: [LOW / MED / HIGH]

## LEARNING OBJECTIVES

[Input]



## 4. BUSINESS MODEL

A business model describes the rationale of how an organisation creates, delivers and captures value, both in economic and social contexts.

This section should include

- **Current business model:** What is your business model now?
- **Business model at scale:** What will your business model look like at scale?
- **Transitioning the business model:** What parts of the business model will need to be developed and tested in this scaling strategy period?
- **Learning Objectives:** What assumptions or hypotheses do you need to test in relation to your business model as your innovation transitions to scale?

One way to communicate this information is through the Business Model Canvas tool. The Business Model Canvas is a strategic management and entrepreneurial tool that facilitates the description, design, challenge, invention, and pivoting of business model ideas. The framework is based around nine key building blocks, which complement one another to deliver the organisation's value propositions. ([HI Guide](#))

You will have the opportunity to elaborate on key components of the business model in subsequent sections of the strategy.

### CURRENT BUSINESS MODEL

[Input]

### BUSINESS MODEL AT SCALE

[Input]

### TRANSITIONING THE BUSINESS MODEL

[Input]

### LEARNING OBJECTIVES

[Input]

## 5. Value Network

This section should include:

- **Market analysis:** Who are the purchasers, users and target impact groups for your innovation? Who are your competitors (if applicable)? What is the size of the 'market', i.e. how many potential users of the innovation exist? How much of that market could you reach (known as the 'addressable market'?)
- **Ecosystem analysis:** What players, relationships, policies and practices do you need to be in place to support your solution at scale? Are these in place? If not, what needs to be developed, and how will you do this? Where do you sit in the Value Chain?
- **Investment and adoption drivers:** How will you encourage, enable and drive these stakeholders to adopt your innovation?
- **Partnerships for scaling:** What partnerships will be required to deliver this scale strategy? Which are in place? Which need to be developed and how will this be done? Are there any partnerships that (will) (eventually) need to be closed out? This section should focus on partnerships that are external to the 'core' project team. The 'core' project team should be included in Team and Organisational Development. (HI Guide [Partner and Collaborate with Others](#), [Find the Right Partner Organisations](#), [Review Partnerships](#)).
- **Learning Objectives:** What assumptions or hypotheses do you need to test in relation to your market, users, partners and ecosystem as your innovation transitions to scale?

### MARKET ANALYSIS

[Input]

### ECOSYSTEM ANALYSIS

[Input]

### PARTNERSHIPS FOR SCALING

[Input]

### LEARNING OBJECTIVES

[Input]



## 6. FINANCIAL MODEL

This section should paint a high level narrative picture of your financial model at scale.

- **Costs:** What will your major costs be? How much will you spend? When? This may be an excerpt from your financial model spreadsheet.
- **Revenue:** Where will your revenue come from? How will do you generate? When? This may be an excerpt from your financial model spreadsheet.
- **Investment required:** what investments are required to enable the innovation to scale? What funding have you secured? What proportion would a Journey to Scale Strategy Implementation grant cover?
- **Learning Objectives:** What assumptions or hypotheses do you need to test in relation to your financial model as your innovation transitions to scale?

### COSTS

[Input]

### REVENUE

[Input]

### INVESTMENT REQUIRED

[Input]

### LEARNING OBJECTIVES

[Input]

## 7. TEAM AND ORGANISATIONAL DEVELOPMENT

The structure of the organisation is commonly referred to as the operating model. This is essentially the 'how' of the business:

- How the organisation delivers value to its customers, users or target impact group;
- How the organisation fits together;
- How the organisation conducts itself; and
- How the organisation runs overall.

Operating models are commonly broken down into three elements: people, process and infrastructure.

This section should include:

- **Current structure:** is the innovation led by a team within a large organisation, by an organisation focused on the innovation, or a partnership? **If the innovation sits within a larger organisation:** What proportion of the organisation's turnover is devoted to this innovation? Who does the Team report to? Does the Innovation fit with the Departments and Organisation's strategy? How? What evidence is there of organisational 'buy in' to scale this innovation?
- **People:** The skills, capacity, capabilities and knowledge of people that are needed to implement at scale. Who is in the team and what experience do they have? Who leads it? How is it structured? What extra roles will you need to enable your solution to scale?
- **Process:** What should be done (i.e. functions and activities) to deliver the innovation at scale.
- **Infrastructure:** The technology, space and tools required.
- **Learning Objectives:** What assumptions or hypotheses do you need to test in relation to your team and organisational development as your innovation transitions to scale?

### CURRENT STRUCTURE

[Input]

### PEOPLE

[Input]

- *How significant is any change required to ensure the 'people' requirements are in place for delivery at scale?*

Degree of change required: [LOW / MED / HIGH]

### PROCESS

[Input]

- *How significant is any change required to ensure the 'process' requirements are in place for delivery at scale?*

Degree of change required: [LOW / MED / HIGH]



## INFRASTRUCTURE

[Input]

- *How significant is any change required to ensure the 'infrastructure' requirements are in place for delivery at scale?*

Degree of change required: [LOW / MED / HIGH]

## LEARNING OBJECTIVES

[Input]

## 8. APPROACH TO INNOVATION

### This section should include:

- **Project risk and mitigation:** Describe any potential risks associated with activities undertaken as part of the Strategy Implementation phase, and the measures that will be undertaken to mitigate these risks. Consider risks from the perspective of the project, organisation, context and affected population. (HI Guide [Manage Risk](#)).
- **Ethics:** What principles and values have you identified to guide your work? How will you ensure the whole team is working to shared principles? Describe any ethical considerations arising from the activities proposed for the Journey to Scale Strategy Implementation phase. Can you predict any areas where the innovation at scale might have unexpected consequences, including for local partners, target groups or intended beneficiaries? How will any necessary ethical review and approval be sought? (HI Guide [Principles and Ethics](#), [Ethics and Oversight Requirements](#), [Ethics Framework](#)).
- **Accountability to people affected by crises:** Accountability to people affected by crisis is the process of using power responsibly. This includes is taking account of, and being held accountable by, different stakeholders, primarily those who are affected by the exercise of such power ([CHS Alliance](#)). From the perspective of innovation, this can link directly to the [five IASC Commitments](#) in relation to 1) leadership, 2) transparency, 3) feedback and complaints, 4) participation, and 5) design, monitoring and evaluation. How will you ensure that your innovation, project and team are accountable to people affected by crises?
- **Inclusivity:** Describe how you will ensure that your innovation scales in an inclusive way, considering the perspective, experience and impact on diverse user groups. You should demonstrate consideration of the way that different and intersecting identity characteristics (such as disability, age, gender, race, colour, ethnicity, sexual orientation, language, religion, health status, political or other opinion, national or social origin) may affect the experience and impact of your innovation for people affected by crises. (For an insight into putting this into practice, see the article on [Islamic Relief Worldwide's approach](#)).
- **Participation of people affected by crises:** Proposed approaches to innovation should be participatory and inclusive to enable meaningful and safe participation of people affected by crises. For example, projects could use design research methods such as those in Elrha's [User-centred Design Guide](#). The chosen approach should enable the participation of diverse individuals. Describe how you will enable people affected by crises throughout the innovation process, e.g. development, testing, evaluation and dissemination.
- **Sharing learning with the wider humanitarian sector:** How will the project capture and share the knowledge and learning generated with the wider humanitarian system? (HI Guide [Report and Share Results](#))

### PROJECT RISK AND MITIGATION

[Input]

### ETHICS

[Input]



## INCLUSIVITY

[Input]

## PARTICIPATION OF PEOPLE AFFECTED BY CRISES

[Input]

## ACCOUNTABILITY TO PEOPLE AFFECTED BY CRISES

[Input]

## SHARING LEARNING WITH THE WIDER HUMANITARIAN SECTOR

[Input]

## 9. ACTION ROADMAP

This section should include:

- **Learning Agenda:** Collate and prioritise the outstanding questions identified under 'Learning Objectives' for each section of the strategy. How will you test or track this? How do you know whether you have passed or failed the test?
- **Priority activities:** Identify and prioritise critical strategic activities to be undertaken to enable the scaling journey over the next 2 years. This may include, for example, addressing specific skill gaps, conducting a research study to build the evidence base, investing in specific organisational infrastructure, etc. What would be funded through Journey to Scale? This should align with the Workplan to be submitted as part of the final application.
- **Monitoring scaling progress:** What key performance measures will tell you how well you are doing, and help you make good decisions around the structure, approach and success of your scaling strategy? These should link back to the Achievements identified as part of your Scaling Goal

### LEARNING AGENDA

Learning Objective (What assumptions do you need to test)	How will you address the Learning Objective? (What is your hypothesis? Will you track or test? Pass/ fail threshold)	Priority level (High/ Medium/ Low)	Funded through J2S? (Yes / No)
[Objective 1]			
[Objective 2]			
Etc.			

### PRIORITY ACTIVITIES

- *It is suggested you have no more than 5 activities listed here, to ensure it is feasible to prioritise these in practice.*

Activity	Description	Funded through J2S?
[Priority 1]		
[Priority 2]		
etc.		

### MONITORING SCALING PROGRESS

Achievements	Targets



	<b>How do you measure success/ progress?</b>	0-6 months	7-12 months	12-18 months	18-24 months
[Achievement 1]					
[Achievement 2]					
[Achievement 3]					



## 10. REFERENCES

When you include a list of references in documents to share with external stakeholders (such as potential donors), it is important to keep the list as concise as possible and not to assume that the reader will follow up on references listed.

References that could be useful to include for external stakeholders:

- Evidence that underpins your understanding of the problem.
- Evidence of your innovation.
- Links to case studies or examples of your innovation in action.