ChildFund Australia

Consultant's Terms of Reference for Development of ChildFund Australia Innovation Model

1. Organisational context

ChildFund Australia is an independent international development organisation that works to reduce poverty for children in developing communities. We partner to create community and systems change which enables vulnerable children and young people, in all their diversity, to assert and realise their rights. Our vision is a world without poverty where all children and young people can say: "I am safe. I am educated. I contribute. I have a future."

ChildFund Australia is a member of the ChildFund Alliance – global network of 10 child-focused development and humanitarian organizations, supporting nearly 36 million children and their families across more than 60 countries. ChildFund Australia is a registered charity, a member of the Australian Council for International Development, and fully accredited by the Department of Foreign Affairs and Trade which manages the Australian Government's overseas aid program.

2. Background

ChildFund Australia is seeking to strengthen its organisation-wide approach to innovation and establish clearer pathways through which promising ideas and solutions can be identified, developed, tested, evaluated, invested in and scaled. This includes strengthening how ChildFund Australia supports innovation across programs, partnerships and operations, through to how innovation contributes to greater impact for children and young people.

ChildFund Australia requires a systematic and proportionate approach to managing innovation across its lifecycle. This includes establishing clear definitions and pathways for innovation; differentiating the evidence, assessment and investment requirements at different stages of maturity; enabling rapid testing, learning and adaptation; and ensuring that evidence of effectiveness and value for money is planned and invested in early enough to inform future investment and scale decisions.

An Innovation Model is required to strengthen ChildFund Australia's ability to identify and support innovations with potential for sustainable impact at scale, including opportunities for replication, institutionalisation and productisation into clearly defined, investable and, where appropriate, revenue-generating products or solutions.

The strongest innovations are grounded in a deep understanding of the problem and the context in which it exists. Communities, local organisations, governments and other local actors are often best placed to identify emerging challenges, understand why existing approaches are not working, and develop solutions that are relevant and responsive to local realities. Children and young people themselves also bring essential perspectives to the design of solutions intended to affect their lives. ChildFund Australia requires an Innovation Model that supports and enables locally led development, authentic partnerships and meaningful child participation.

3. Purpose

The purpose of this consultancy is to develop an organisation-wide ChildFund Australia Innovation Model and supporting frameworks, tools and governance arrangements that enable ChildFund Australia and its partners to systematically identify, assess, design, test, invest in, learn from, adapt and scale innovations across its programs, partnerships and operations.

The Innovation Model will establish a clear and practical pathway for innovation from idea and concept development through design, piloting, acceleration, scale, institutionalisation, transition or exit. It will introduce proportionate, stage-specific requirements for evidence, investment, risk assessment and decision-making, recognising that the evidence and criteria required to progress an innovation should increase as the innovation matures and the level of investment and exposure increases.

The consultancy will result in an integrated Innovation Model and a suite of standalone, ready-to-use frameworks, decision matrices, assessment tools, templates and guidance that can be practically applied by ChildFund Australia and its partners. The model and toolkit must be proportionate, practical and fit for purpose.

The objectives of the consultancy are to:

- Define what innovation means within the ChildFund Australia context and establish a common organisation-wide innovation language, typology and lifecycle.
- Understand ChildFund Australia's organisational readiness for innovation, including organisational culture, staff capabilities, leadership behaviours and ways of working that enable people to embrace reflection, learning, adaptation and innovation;
- Develop a clear innovation pathway that defines the stages through which innovations may progress, from idea and concept development to design, pilot, acceleration, scale, institutionalisation, transition or exit.
- Establish stage-specific entry, progression and exit requirements, recognising that different innovation stages require different levels and types of evidence, assessment and decision-making.
- Develop clear stage-gate criteria and decision processes to determine whether innovations should progress, continue, adapt, pivot, receive further investment, remain at their current stage, transition or cease.
- Define proportionate evidence requirements for each innovation stage, with increasingly robust evidence of effectiveness, impact, comparative value, value for money or cost-effectiveness, demand, feasibility and scalability required as innovations mature.
- Embed evidence generation, monitoring, evaluation, learning and adaptation from the earliest stages of innovation, including guidance on the level of investment required to generate evidence sufficient for future investment and scale decisions.
- Develop a practical scaling and productisation framework that embeds consideration of scale and product potential from inception and supports sustainable financing, business model development, partnership and ecosystem development, adaptation, replication, commercialisation and institutionalisation.
- Establish governance, roles, decision rights, risk management and portfolio management arrangements for innovation across ChildFund Australia.
- Develop practical, standalone tools, templates, decision matrices and guidance required to operationalise the Innovation Model.

- Provide recommendations on the organisational enablers and investment mechanisms required to strengthen ChildFund Australia's innovation ecosystem, including organisational culture, staff capabilities, leadership behaviours and ways of working that enable people to embrace innovation; innovation fund; innovation fellowship' strategic research and innovation partnerships, and platforms for collaboration and learning etc.
- Embed mechanisms that enable children, young people, communities and local partners to identify problems, generate innovation concepts, participate in investment and progression decisions, and influence adaptation and scale pathways throughout the innovation lifecycle.

4. Scope of Work

1. Review, Consultation and Good Practice Analysis

Throughout the assignment, undertake ongoing review, consultation and analysis to ensure the Innovation Model and supporting frameworks and tools are grounded in ChildFund Australia's context, informed by stakeholder experience and aligned with relevant good practice.

Activities include:

- Review documentation on ChildFund Australia's existing innovation efforts, approaches, tools and platforms, including Sport for Development, SwipeSafe and Helpline models.
- Review relevant ChildFund Australia strategies, policies, procedures and guidance, including those on governance, accountability, programming, monitoring, evaluation and learning.
- Consult iteratively with key internal and external stakeholders, including Country Offices, partners and technical advisors, to inform, test and refine deliverables.
- Review and draw on relevant good practice, evidence, models and tools from the international development, humanitarian and innovation sectors.
- Validate emerging frameworks, approaches and tools with relevant stakeholders and incorporate feedback throughout their development.

2. Develop ChildFund Australia's Innovation Model

Develop an organisation-wide Innovation Model that defines how ChildFund Australia identifies, develops, assesses, invests in, learns from and scales innovation across programs, partnerships and operations. The Model should establish a common innovation language and a clear pathway from problem and idea identification through to scale, institutionalisation, transition or exit. The Innovation Model must enable local ownership of innovation priorities, design, learning and investment decisions wherever possible.

Activities	Deliverables
• Define what constitutes innovation within the ChildFund Australia context. • Define innovation categories, including programmatic, product, systems and operational innovation, and other relevant categories. • Define levels of innovation ambition and/or disruption.	• ChildFund Australia Innovation Model, featuring innovation definitions, categories, typology, lifecycle and stage definitions, innovation funnel and flow chart, investment balance recommendations.

• Develop a problem-driven approach to identifying innovation opportunities, including expectations for co-creation and engagement with children, communities, local actors and other intended users. • Define the innovation lifecycle and stages, including idea/concept, design, pilot, acceleration, scale and institutionalisation/transition or exit. • Define the purpose and expected maturity of innovations at each stage. • Define how innovations enter, progress through and exit the innovation pipeline. • Recommend appropriate innovation investment categories.	

3. Develop ChildFund Australia's Innovation Assessment and Stage-Gate Framework

Develop a practical framework for assessing innovations and making progression and investment decisions at each stage of the innovation lifecycle. The Framework must recognise that different stages require different types and levels of evidence and different decisions, with increasingly robust assessment and evidence requirements as innovations mature and investment increases. For example:

- At **idea and concept stage**, requirements for a clearly defined problem, strategic fit, innovation and impact potential, and an evidence-informed Theory of Change, alongside preliminary assessment of feasibility, demand, risk, cost and scalability.
- At **design and pilot stage**, requirements for rapid testing, learning and iteration to test core assumptions, feasibility, acceptability, demand, emerging effectiveness and costs, and inform continuation, adaptation, pivot or discontinuation.
- At **post-pilot and replication stage**, requirements for credible evidence of effectiveness and intended outcomes, including appropriate effectiveness evaluation or other sufficiently rigorous impact evidence, alongside assessment of comparative value, value for money and replicability.
- At **acceleration and scale stages**, evidence and assessment requirements sufficient to justify significant further investment and scale, including demonstrated effectiveness, value for money/cost-effectiveness, sustained demand, scalability, sustainable financing and ecosystem readiness.

Activities	Deliverables
• Define entry, progression and exit requirements for each innovation stage, including the decisions to progress, continue testing, adapt or pivot, hold, invest, transition or cease. • Define stage-specific assessment criteria and evidence thresholds for each innovation stage, considering stage relevant information on: o Strategic fit and problem significance.	• Innovation Assessment and Stage-Gate Framework • Standalone stage gate decision matrix • Innovation investment decision tool

○ Impact potential, including reach and outcomes. ○ Innovation ambition and level of disruption. ○ Demand and stakeholder ownership, including locally and child led. ○ Evidence of effectiveness / evidence-informed theory of change ○ Feasibility and appropriateness. ○ Value for money: comparative value, return on investment and/or cost-effectiveness. ○ GEDSI, equity and inclusion. ○ Risk and safeguarding. ○ Partnerships and ecosystem readiness. ○ Sustainability and scalability. ○ Product monetisation potential. • Clearly distinguish evidence required to demonstrate potential, justify continued investment, and support acceleration or scale. • Define available decisions at each stage, including progress, continue, adapt, pivot, hold, invest, transition or cease. • Define approval and decision-making requirements for each stage. • Define minimum expectations for shared and locally led decision-making throughout the innovation lifecycle.	

4. Develop the Innovation Evidence and Learning Framework

Develop an integrated approach that embeds evidence generation, monitoring, evaluation and learning from the earliest stages of innovation. Evidence of effectiveness and value for money should not be sought only when an innovation is ready to scale; the evidence required for future decisions should be identified, planned and appropriately invested in from the outset. The Framework should support proportionate evidence generation, rapid testing, continuous learning and adaptation, while ensuring that sufficiently robust evidence of effectiveness and impact is available to inform major investment and scale decisions.

Activities	Deliverables
• Define proportionate Monitoring, Evidence and Learning (MEL) requirements across the innovation lifecycle, aligned with stage-gate evidence thresholds. • Define approaches to rapid testing, adaptation, continuous learning and adaptive management. • Define requirements and appropriate approaches for generating evidence of	• Innovation MEL Framework. • Innovation MEL Plan Template. • Learning Agenda Template. • Rapid Testing and Adaptive Learning Tool. • Effectiveness and Impact Evidence Tool and Guidance.

effectiveness and impact at different innovation stages. • Define approaches to assessing comparative benefit, value for money, return on investment and/or cost-effectiveness. • Define requirements for evidence planning, including evidence-informed Theory of Change, MEL plans, learning agendas and evaluation. • Define learning, documentation and knowledge-sharing requirements across individual innovations and the innovation portfolio. • Define approaches for capturing and applying learning to inform adaptation, pivot, continuation, investment and scale decisions.	• Value for Money, Return on Investment and Cost-Effectiveness Guidance and Assessment Tool. • Innovation Learning and Documentation Template. • Portfolio Learning and Knowledge-Sharing Guidance.

5. Develop the Scaling and Productisation Framework

Develop a practical Scaling Framework that embeds consideration of scale and product potential from the earliest stages of innovation and defines how ChildFund Australia assesses, prepares for and supports innovations to achieve sustainable impact at scale. The Framework should define pathways through which promising innovations may be productised into clearly defined, replicable and investable products or solutions, including, where appropriate, products capable of generating revenue or attracting external investment. It should recognise that pathways to scale and productisation will vary by innovation and context and address the business model, financing, market and demand, partnership, ecosystem, adaptation, intellectual property and institutional requirements necessary for successful replication, commercialisation, acceleration, institutionalisation or transition.

Activities	**Deliverables**
• Embed consideration of scale and product potential from the earliest innovation stages. • Define pathways to scale, including replication, adaptation, acceleration, commercialisation, institutionalisation and transition. • Define requirements and pathways for productising promising innovations into clearly defined, replicable and investable products or solutions. • Define approaches to assessing product potential, market and demand, comparative value and product readiness. • Define business model and monetisation considerations, including revenue-generating and non-commercial pathways to sustainable scale. • Define sustainable financing and investment pathways, including opportunities to attract external investment.	• ChildFund Australia Scaling and Productisation Framework. • Scale and Productisation Pathways and Typology. • Scale and Product Readiness Assessment Tool. • Scale and Productisation Plan Template. • Business Model and Monetisation Assessment Tool. • Sustainable Financing and Investment Pathway Template. • Partnership and Ecosystem Assessment Tool. • Replication and Adaptation Guidance. • Intellectual Property, Ownership and Licensing Guidance. • • •

• Define partnership and ecosystem requirements, including government, private sector, community and local actor engagement. • Define intellectual property, ownership and licensing considerations relevant to innovation and productisation. • Define approaches to identifying core innovation or product components and elements that may be adapted across contexts. • Define requirements for maintaining effectiveness, quality and fidelity during replication, adaptation and scale.	

6. Define Innovation Investment, Risk, Governance and Portfolio Management Arrangements

Define the organisational arrangements required to govern, resource and manage innovation effectively across ChildFund Australia. This should establish clear decision rights and accountability, enable proportionate management of innovation risk, support strategic management of the innovation portfolio, and ensure investment decisions are aligned with innovation maturity, evidence and potential for impact and scale.

Activities	**Deliverables**
• Define innovation governance arrangements, roles, responsibilities and decision rights. • Define stage-gate approval and decision-making processes, including assessment and panel requirements. • Establish principles for devolved innovation decision-making and investment authority at the most appropriate local level. • Define an approach to innovation-specific risk across the innovation lifecycle, including how risk appetite and tolerance may vary by stage and risk type. • Define requirements for identifying, assessing, mitigating, monitoring and accepting innovation risk. • Define an approach to reviewing and managing ChildFund Australia's innovation portfolio, including portfolio composition, balance and performance. • Define how investment should be prioritised and allocated across innovation stages, categories and levels of ambition. • Develop an approach to innovation budgeting that explicitly plans and resources evidence generation, evaluation, learning and adaptation from the outset.	• Innovation Governance and Decision-Rights Framework. • Roles and Responsibilities Matrix. • Innovation Approval and Decision-Making Process. • Innovation Risk Management Framework. • Innovation Risk Screening and Assessment Tool. • Innovation Portfolio Management Framework. • Innovation Budget Template. • Evidence and Learning Investment Guidance, including recommended indicative budget allocations or ranges.

• Recommend proportionate indicative investment levels or budget ranges for evidence, evaluation and learning by innovation stage and, where appropriate, innovation type.	

7. Develop ChildFund Australia's Innovation Toolkit

Develop a coherent suite of simple, proportionate and ready-to-use tools and templates to operationalise the ChildFund Australia Innovation Model and supporting frameworks. The Toolkit should provide teams and partners with practical resources to develop, assess, test, learn from, invest in and progress innovations across the innovation lifecycle. Tools should be proportionate to the maturity, complexity, risk and level of investment of an innovation and avoid unnecessary process or documentation at early stages.

The consultancy should include proportionate testing and refinement of key frameworks and tools to ensure their practicality and coherence. More substantial user testing, piloting and further refinement will be undertaken by ChildFund Australia following completion of this assignment.

Activities	**Deliverables**
• Identify and map the tools, templates and guidance required at each innovation stage and stage gate. • Develop practical tools to support idea submission, concept development, innovation design, piloting, testing and adaptation. • Develop tools to support investment, progression, transition and exit decisions. • Integrate relevant evidence, MEL, scale, productisation, GEDSI, safeguarding, risk and value for money requirements into the tools. • Ensure tools are proportionate and can be practically applied by ChildFund Australia, Country Offices and partners. • Develop clear guidance on when, how and by whom each tool should be used.	• Idea Submission Template. • Concept Note Template. • Initial Innovation Screening Tool. • Innovation Design Template. • Evidence-Informed Theory of Change Template and Guidance. • Pilot Design Template. • Adaptation/Pivot Decision Template. • Innovation Investment Case Template. • Innovation Transition/Exit Template. • Consolidated Innovation Toolkit and User Guide, including a tool-to-stage and stage-gate map.

5. Methodology and Principles

Methodology

The consultancy will propose a detailed methodology and workplan for the assignment. The methodology is expected to be iterative, participatory and evidence-informed, and should include:

- Review and synthesis of relevant ChildFund Australia documentation and existing innovation approaches.
- Targeted review and application of relevant global evidence, good practice and innovation models.

- Consultation and co-design with relevant ChildFund Australia teams, Country Offices, innovation partners and networks. A ChildFund staff member can support your team with this.
- Consultation and co-design with children and young people. A ChildFund staff member can support your team with this.
- Development of draft models, frameworks and tools through progressive design, testing, learning and refinement.
- Practical testing of key tools, templates and decision processes using existing or illustrative ChildFund Australia innovations and products.
- Validation of the overall Innovation Model and key deliverables with relevant stakeholders.
- Clear documentation of key design decisions, assumptions and recommendations.

Principles

Locally led development and authentic partnerships
Locally led development ensures that decision-making, design, and implementation are driven by local actors (communities, civil society organizations, and national systems) who best understand the context and needs of children and young people. Innovation priorities, concepts and investment decisions should be informed and, where appropriate, led by local actors. The Innovation Model should seek to shift authority and resources closer to communities and local partners, while maintaining appropriate accountability and risk management.

Child and Youth Participation
At ChildFund, we engage children and young people as change makers and create opportunities for them in all their diversity and as rights holders to express their views, influence decisions and co-create solutions alongside partners and ChildFund. Participation is embedded throughout the full project cycle, from design and implementation to monitoring, reflection, and evaluation. Children and young people should be recognised not only as participants and users of innovation, but also as innovators, co-designers and contributors to investment, adaptation and scaling decisions where appropriate and safe. Our approaches must be purposeful, safe, inclusive and grounded in children and young people's cultural identity, language, age, stage and capabilities. We uphold the right to meaningful and respectful engagement, and ensure that the best interests of the child is paramount at all times.

Proportionate, practical and Fit for Purpose
The innovation Model and toolkit should be proportionate to the capacity and capability of ChildFund Australia'staff and partners, and the children, young people and communities we work with. The Innovation Model and toolkit can be suite of simple, proportionate and ready-to-use tools

The Innovation Model and supporting Toolkit should be designed to achieve an appropriate balance between rigour and usability. Tools, templates, evidence requirements and decision-making processes should be proportionate to the maturity, complexity, risk and investment level of an innovation, while remaining practical for use by ChildFund Australia, its partners, and the children, young people and communities with whom ChildFund works.

The consultancy should prioritise simple, fit-for-purpose approaches that encourage innovation, learning and adaptation rather than creating excessive process or administrative burden.

Fit for Future

The Innovation Model and supporting Toolkit must be designed for future fitness. The Innovation Model must accommodate ChildFund Australia's current innovation capacity, culture and infrastructure, while planning and enabling innovation capability building and growth. The consultancy should propose innovative digital mechanisms, while ensuring they support access and meaningful participation from children and communities with limited internet access.

6. Deliverables, budget, and indicative timetable

The timetable is indicative and may be refined in consultation with the successful Consultancy as part of the inception and work planning process. Activity streams may overlap and deliverables can be developed iteratively.

ChildFund Australia anticipates that the assignment will require approximately 60 consultant days. To support value for money, organisational ownership and practical application of the Innovation Model, ChildFund Australia will provide an Innovation Lead who will support stakeholder engagement, coordinate consultation processes, facilitate practical testing of selected tools and templates, and consolidate feedback. The consultant will provide technical guidance and advisory support to these activities but will not be expected to lead all testing processes directly. Consultants may propose an alternative level of effort and team composition based on their methodology

Activity Stream	Indicative Timing
Contract commencement, inception meetings, document review and work planning	Weeks 1-2
Review, consultation and good practice analysis (ongoing throughout assignment)	Weeks 1-15
Develop ChildFund Australia's Innovation Model	Weeks 2-4
Develop Innovation Assessment and Stage-Gate Framework and associated decision-making tools	Weeks 4-8
Develop Innovation Evidence, MEL and Learning Framework	Weeks 6-10
Develop Scaling and Productisation Framework	Weeks 8-12
Develop Innovation Governance, Investment, Risk and Portfolio Management Frameworks	Weeks 11-14
Develop Innovation Toolkit and User Guide	Weeks 6-16
ChildFund Australia Innovation Lead to coordinate practical testing of selected tools and templates with internal stakeholders, Country Offices and partners, with consultant providing limited advisory support	Weeks 17-20
Consolidated review, revisions and finalisation of all deliverables	Weeks 21-24
Final approval and submission of all deliverables	Week 24, by March 2027

The available budget for this consultancy is up to AUD 70,000, inclusive of professional fees and all other costs.

Deliverables are expected to be practical, proportionate and fit for purpose. ChildFund Australia is seeking a usable and sustainable innovation system rather than an overly complex or resource-intensive model. Consultants are encouraged to propose streamlined approaches that balance rigour with practicality and organisational capacity.

Payments will be made upon satisfactory completion and approval of the relevant deliverables by ChildFund Australia. Deliverables may be developed and reviewed iteratively; payment milestones relate to approval of the consolidated outputs specified above.

Activity stream	Deliverables & Payment triggers	Payment schedule
Contract commencement	Contract executed and assignment commenced	
Review, consultation and good practice analysis — throughout assignment	Cross-cutting activity undertaken throughout all workstreams; incorporated into relevant deliverables	
Develop ChildFund Australia's Innovation Model	Approval of inception/workplan and ChildFund Australia Innovation Model	
Develop the Innovation Assessment and Stage-Gate Framework	Approval of Innovation Assessment and Stage-Gate Framework, Stage-Gate Decision Matrix and associated decision tools	**Payment 1 — 20%**
Develop the Innovation Evidence, MEL and Learning Framework and Scaling and Productisation Framework	Approval of the Innovation Evidence, MEL and Learning Framework and Scaling and Productisation Framework, including associated core tools	**Payment 2— 20%**
Define Innovation Investment, Risk, Governance and Portfolio Management Arrangements	Approval of innovation governance, investment, risk and portfolio management frameworks and associated tools	**Payment 3— 20%**
Develop Innovation Toolkit and User Guide	Consolidated Innovation Toolkit and User Guide	**Payment 4— 20%**
Practical testing	Completion of practical testing and submission of the	
Integrated validation, refinement and finalisation	Approval of the consolidated Innovation Toolkit and User Guide and all final revised consultancy deliverables	**Payment 5— 20%**
	Total	**100%**

7. Management and Reporting Arrangement

The Consultancy team lead will report to the **Director International Programs, Strategy and Impact**, who will provide overall oversight and strategic direction for the assignment. The Consultancy team will work closely with relevant ChildFund Australia teams, Country Offices, partners and technical stakeholders as required.

Regular progress meetings will be held throughout the assignment to review progress, discuss emerging findings and design decisions, and provide feedback on draft deliverables. Deliverables will be developed iteratively, with key frameworks and tools submitted in draft for review, testing and refinement prior to finalisation.

All deliverables must be written in English and provided in editable electronic formats, primarily Microsoft Word, Excel and/or PowerPoint, as appropriate.

8. Confidentiality

All discussions and documents relating to this ToR will be treated as confidential by the parties.

9. Child Safeguarding

The Consultancy team will undertake the Services to a high standard; use its best endeavors to promote the best interests of ChildFund; protect the reputation of ChildFund and work in a manner consistent with the mission, vision and policies of ChildFund (see Child Safeguarding Policy/Child Safeguarding Code of Conduct PSEAH policy and Employee Code of Conduct). ChildFund Australia has a zero-tolerance policy to abuse, exploitation and harassment in all its forms.

10. Counter-Terrorism and Anti-Money Laundering

ChildFund Australia acknowledges its obligation under the Australian laws relating to counter-terrorism and anti-money laundering. In order to meet its obligation, the Consultancy team is obligated to provide information required for ChildFund to undertake counter terrorism screening before engagement. The consultants' names, dates & places of birth and ID numbers will be checked against Department of Foreign Affairs and Trade (DFAT) consolidated list, National Security Australia list, World Banks listing and the Asian Development bank listing to ensure not engage with entities or individuals appearing on the lists.

11. Conflict of Interest

The Consultant's must declare any financial, personal, family (or close intimate relationship) interest in matters of official business which may impact on the work of ChildFund

12. Fraud and Corruption prevention and awareness

ChildFund Australia has a zero approach to fraud and corruption act. The successful consultancy team will be required to comply with ChildFund Australia's fraud and corruption prevention and awareness Policy and act against any form of fraud or corruption and not offer, promise, give or accept any bribes.

13. Insurance

The successful applicant will be required to have in place insurance arrangements appropriate to provision of the requirement in this TOR including (without limitation) travel insurance.

14. Acknowledgment and Disclaimer

ChildFund, its Board and staff make no express or implied representation or warranty as to the currency, reliability or completeness of the information contained in this ToR. Nothing in this ToR should be construed to give rise to any contractual obligations or rights, expressed or implied, by the issue of this ToR or the submission of Expression of Interest in response to it. No contract would be created until a formal written contract is executed between ChildFund and a selected consultant.

15. Selection Criteria for Consultancy Team

ChildFund Australia is seeking an experienced consultant or consultancy team with demonstrated expertise in innovation, evidence, scaling and organisational systems.

The successful consultant/team should demonstrate significant experience and expertise in:

- developing innovation models, frameworks, stage-gate processes and innovation management systems.
- innovation lifecycle management, including ideation, design, piloting, acceleration, scaling, productisation, institutionalisation and exit.
- developing practical innovation stage-gate decision criteria, assessment tools, templates and operational guidance that are proportionate and user-friendly.
- evidence-informed innovation, monitoring, evaluation and learning, including rapid testing, adaptive management, effectiveness evaluation and progressive evidence requirements.
- value for money, cost-effectiveness and/or return on investment as applied to innovation and investment decision-making.
- scaling strategies and pathways, including business models, sustainable financing, product development or productisation, commercialisation and/or investment readiness.
- innovation governance, risk, portfolio management and investment mechanisms, including innovation funds or similar financing approaches.
- innovation as relevant to programming and operations in the international development and humanitarian sectors to achieve impact
- inovation models for international non-government organisations, includnig those with decentralised accountability and decision-making frameworks
- innovation models that embed principles of: locally led development and participatory decision-making; child and youth participation; human and child rights; gender equity, disability and social inclusion; safeguarding; and human-centred design principles.
- consulting and co-designing with diverse stakeholders across countries, including children and communities; and translating complex concepts into clear user-friendly outputs.

For a consultancy team, ChildFund Australia will assess the collective expertise of the proposed team. Proposals should clearly identify the role, level of effort and relevant expertise of each team member.

Please submit your expression of interest (EOI), in **English, via https://www.childfund.org.au/work-with-us/**. Refer to the advertisment for closing date.

The proposal should include the Consultants' CVs, technical and financial proposal based on the TOR. The technical proposal should include the approaches/methodologies, timeline with number of days based, and relevant examples of experience. The financial proposal should specify a total lump sum amount and a breakdown of a daily professional fee and other costs. Applications without a financial proposal will be regarded as incomplete and will not be considered for further assessment. Referees and confirmed availability for the duration of the assignment must be provided.

Questions can be directed to Dr Melissa Burgess mburgess@childfund.org.au.