Global Resilience Partnership

Solution Statement and Implementation Plan Guidance for Wild Card Applicants

Revised (June 2015)

Contents

Purpose of this document

This document serves to bring together the guidance provided to date and provide additional support through provision of templates and links to other relevant guidance material.

The document is structured as followed:

- Overview of Solution Statement structure
- Solution Statement template
- Selection Criteria
- Frequently Asked Questions

Overview of Solution Statement structure

Description	Limitation
Section 1: Project Data	
1.1 Basic project data	½ page
Section 2: Innovation and Impact Pathway	
2.1 Solution Statement and Theory of Change	1 page
2.2 Impact Pathway diagram	1 page
2.3 Innovation and Impact	1 page
2.4 Outcomes	1 page
2.5 Next Users and Use	2 page
2.6 Outputs	1 page
2.7 Work plan and timeline	2 page
2.8 Questions and methodologies	¾ page
2.9 Measuring progress towards outcomes	No limit but please be concise
Section 3: Achieving the Resilience Challenge	
3.1 Gender and Equity	¾ page
3.2 Resilience	¾ page
3.3 Sustainability	½ page
Section 4: Risk Management	
4.1 Risk Matrix	¾ page
4.2 Social and Environmental Impact Assessment	¾ page
Section 5: Budget	
5.1 Budget	1 page
Section 6: Team Changes / Composition	
6.1 List of any changes to the team or list of full team (Wild Card)	1 page
6.2 Summary of Team's Strengths and Relevant Experience	1 page
6.3 CV and Commitment Letter for each new Team Member or all Team Members (Wild Card)	2 pages for CV 1 page for Commitment Letter

Solution Statement Template

Section 1: Project data

1.1 Basic Project Data (1/2 page)
a. Title:
b. Region:
c. Lead Organization (with which a contract will be signed in the event the proposal is successful): Please list legal name and legal form of entity
d. Target start date: Finish date:
e. Any matching funds offered (provide brief explanation):
f. Please complete the attached chart for all team members (wild card) or if there has been a change in members:

Team Role	Name	Title	Email	Phone number	Organization
Team Lead					
Project Lead (if different from Team Lead)					
Alternate Team Lead					
Team Member					
Team Member					
Team Member					
Team Member					

Please add additional lines as needed.

Section 2: Innovation and Impact Pathway

2.1. Solution Statement and Theory of Change (1 page)
- From your Designated Problem Statement, describe the main problem this work will address. What are the root causes and drivers from social, institutional, economic, and environmental perspectives?
- What is your vision of success?
- How will your project contribute to systematic change within the teams' chosen region or topic?
- Describe the influencing factors and barriers/incentives?
- How will you create change? What strategy will you employ, who will you work with, what will you do in the medium and long term?

2.2. Impact Pathway Diagram (1 page)
- In diagrammatic form, draw your impact pathway diagram.

2.3. Innovation and Impact (1 page)
- State the project impacts and include descriptions for the following:
  - What are innovative approaches, technologies and/or institutional arrangements you employ?

- What impacts are your project expected to have on the poor and vulnerable groups and how does it demonstrate potential to deliver significant impact on poor and vulnerable people (quantify direct and indirect impacts if possible)?
- How will your project be scalable and replicable at regional or global level?
  Be specific in terms of what assumptions you are making about achieving the impact and what the strength of evidence is for the causal relationship that link your activities to impact.
- What value for money will the project deliver at the economy, efficiency, and effectiveness levels (input, output, outcome/impact levels)?

For guidance on value for money please see the attached annex.

Note: At least one of your impact indicators should seek to measure the number of beneficiaries and the extent of the impact on their lives.

2.4. Outcomes (1 page)

There needs to be a causal relationship between the outputs your project generates and the outcomes (= changes in individual and/or institutional knowledge, skills, practice, policy, investments, etc., that lead to positive development impacts). In this section, provide a short statement about what changes you anticipate to happen due to your project's work (research and engagement activities and outputs).

What will change as a result of your project? You should be specific: who will change as a result of your work. This could be a person, entity, or a government department. And you should also describe in what ways they will change, i.e., phrased in terms of 'what they will do differently.

Please describe this in terms of changes to knowledge, skills, practice, policy, investments, etc. Specify when the outcomes will occur. Be specific regarding resilience, environmental, and gender-related outcomes. Be specific in terms of what assumptions you are making and what the strength of evidence is for the causal relationship.

Note: As with impact, at least one of your outcome indicators should seek to measure the number of beneficiaries and the extent of the impact on their lives, whatever that might be – increased household income, improved health etc.

2.5. Next Users and Use (2 pages)

Describe the next users of the outputs and how they will use outputs to achieve outcomes.
Be sure to:
- Provide stakeholder/network analysis map of key actors and how they relate to achieving the outcomes.
- Identify the next users of your outputs. Be as specific as possible regarding research users.
- Detail the evidence you have of demand for the project outputs.
- Define incentives and barriers for next users to actually use the solution.
- Describe capacity needed for users to understand and effectively apply the project outputs. Describe relevant gender and equity aspects, e.g., users that are specific to gender related outcomes.
- Please provide the stakeholder map if available and a description of it. (The map itself can be an Annex).
- Describe your strategies and activities that will ensure that your outputs are used. This should detail how you will engage and work with research users and/or their intermediaries (e.g.,

through a policy network or through a local NGO that works directly with farmers). This should also include a communication plan. Briefly describe your engagement and communication plan. Your engagement and communications plan is your primary method for delivering outputs into outcomes.

- Be specific in terms of what assumptions you are making and what the strength of evidence is for the causal relationship.

2.6. Outputs (1 page)
Provide details on two types of outputs your project will produce:
- Outputs, such as models, databases, publications, maps, etc.
- Outputs to be used by next users, such as multimedia products, policy briefs, news articles, map, decision analysis tools, etc.

2.7. Work plan and Timeline (2 pages)
Prepare a detailed work plan and Gantt chart.

> Please see the annex for a suggested template.

2.8. Questions and Methodologies (3/4 page)
Please state the questions that this project will address, and, for each, how your project intends to answer them (i.e., explain your methodologies here) and link it to your theory of change, e.g., what information needs monitoring to demonstrate a causal link between your inputs and outputs, outcome, and impact.

2.9. Measuring Progress towards Outcomes

2.9.1. Indicators
Describe progress anticipated each year toward the outcomes defined above. Detail verifiable progress indicators and information/data that will demonstrate progress towards outcomes.

Please ensure to include six-monthly milestones/targets so that progress towards the outcomes can be reviewed on a regular basis. The means or source of verification should also be noted in your logframe.

2.9.2. Baselines
Describe what baselines exist. The baseline is a description of how the situation is now, so that we can compare the future against it. In other words, how will we know if your project has achieved its outcomes?

Please ensure that you have a baseline for all the indicators within your logframe. The source of the data for the baselines should be clearly noted.

2.9.3 Provide a Monitoring and Evaluation Plan (M&E)
The plan should be streamlined and functional. A logframe template and additional guidance is provided in the annex.

2.9.4 Provide a Value for Money Plan
This will outline what approach will be followed to ensure value for money during the implementation phase and suggested indicators for monitoring – three to four indicators are suggested as the number of indicators to monitor.

> For guidance on value for money please see the attached annex.

Section 3: Achieving the Resilience Challenge

3.1. Gender and Equity (3/4 page)
In what ways does the project address gender and equity concerns? What are the substantive pieces of research related to gender?

> For guidance on gender please see the attached annex and the 'Frequently asked questions'.

3.2. Resilience (3/4 page)
In what ways does the project address Resilience? What are the key pieces of research related to resilience?

3.3. Sustainability (1/2) page
Present evidence that the solution has strong public sector buy-in or market adoption and that the solution would continue to build momentum with a broad base of stakeholders.

Section 4: Risk Management

4.1. Risk Matrix (1 page)
Provide an assessment of the main operational risks for the project and the mitigation and management measures adopted to handle them. Explain how the risks will be monitored.

4.2 Social and Environmental Impact Assessment (3/4 page)
Provide a social and environmental impact assessment of the project. Identify any potential social and environmental risks.

> All stage three grants will need to be compliant with the procedures below. An assessment of the key issues and their possible impact is important at this stage.
>
> http://www.usaid.gov/our_work/environment/compliance/22cfr216#216.6
>
> See 'Frequently asked questions' for further guidance.

Section 5: Budget

5.1. Budget
Provide a detailed budget for a funding request up to a maximum of US$ 1 million. Please refer to the budget template for details.

> For guidance on the budget and a recommended template please see the attached annex.

Section 6: Team Composition

Please provide details of any changes to the Team. Additionally if you wish to revise the Team's summary of strengths and relevant experience, you are free to do so.

6.1. List of All Team Members (1 page)
Provide a list of all team members, including each Team Member's name, affiliation, contact information, and website. Clearly identify a single Team Lead as the primary point of contact and one alternate Team Lead who will also serve as an alternate point of contact for the Resilience Team. Note: The Team Lead should be the primary point of contact and person responsible for the overall project and application.

6.2. Summary of Team's Strengths and Relevant Experience (1 page)
Provide a brief summary of the team's collective strengths and experiences relevant to the goals of the Challenge and to the team's selected focus area.

6.3. CV and Commitment Letters
Provide a CV and a Commitment Letter for each team member included in the application. Team Members included without both a CV and a Commitment Letter will be not considered as Team Members for evaluation purposes. Each Commitment Letter must include the following:

a. A written statement of the Team Member's intent to participate on the Team
b. The Team Member's role on the Team
c. The Nationality of the Team Member
d. Team Member's principal place of business

Selection Criteria

The selection criteria for the Solution Statements is set out below. This is consistent with the criteria used earlier in Stage Two.

1. **(20%) Clarity of Solution Statement**
   a. (10%) Clarity, thoroughness, realism and completeness of concept
   b. (10%) Use of multidisciplinary and collaborative approach to development of potential solutions including commitment to participatory design and public engagement.

2. **(30%) Innovation**
   a. (15%) Does the approach show innovation in its approach, scope and breadth?
   b. (15%) Will the approach add to learning and knowledge in the area of resilience?

3. **(30%) Development Impact**
   a. (10%) What is the size and breadth of the development impact (on vulnerable groups)?
   b. (10%) Is the choice of the approach, practice and technology scalable and replicable in the proposed region?
   c. (10%) Are gender considerations well integrated into the approach?

4. **(20%) Capacity and team composition**
   a. (10%) Regional expertise and inclusiveness of regional stakeholders
   b. (5%) Depth and breadth of expertise and a proven track record in the developing world.
   c. (5%) Demonstrated excellence in each of the team member's discipline, including relevance of the team's experience to the proposed research focus and design approach.

The applications must also meet the following requirements in that they must be:
- Focused on the Sahel or the Horn of Africa
- Put forth a solution with a focus on technology, innovative financing, or both
- Able to demonstrate strong private sector participation

The Solution Statement selection criteria is consistent with the following key design principles of the Global Resilience Challenge:

1.	Transformative	contributes to systemic change within the team's chosen region and topic
2.	High Impact	demonstrates potential to deliver significant impact on poor and vulnerable people and integrates gender considerations
3.	Scalable/replicable	demonstrates potential for impact on a regional or global scale
4.	Feasible	technically sound and faces limited and/or manageable risks
5.	Quality of research	
6.	Innovation	
7.	Sustainable	presents evidence that the solution has strong public sector buy-in or market adoption and that the solution would continue to build momentum with a broad base of stakeholders.

All teams must meet minimum thresholds on approach to environmental impact, risk, and value for money. A formal environmental impact assessment may be required prior to implementation.

Frequently Asked Questions – updated

Q: What is resilience?
A: The Global Resilience Partnership (Resilience Partnership) defines resilience as the ability of people, households, communities, countries and systems to mitigate, adapt to, recover from, thrive, and learn in the face of shocks and stresses, in order to reduce chronic vulnerability and enable sustained development, inclusive growth, and learning and transformative capacity. Building resilience is a progressive and long-term process that goes beyond humanitarian relief and development investment by addressing a wider set of inherently connected challenges that collectively prevent communities from achieving and maintaining development gains.

Q: What is the Resilience Partnership?
A: The Resilience Partnership is a new model which seeks to solve today's complex and interrelated resilience challenges by better aligning humanitarian and development planning; developing new models for accessing, integrating, and using data and information; advancing evidence-based tools and approaches to help prioritize and scale up the most promising resilience investments and innovations; and connecting civil society and governments with private sector resources and expertise.

Q: What is the relationship between the Global Resilience Challenge and the Global Resilience Partnership?
A: The Global Resilience Challenge (Challenge) is the first activity and a central component of the Resilience Partnership.

Q: What is the Global Resilience Challenge and what is its purpose?
A: The Challenge is a three-stage grant competition that will bring together multi-sectoral, multidisciplinary teams to identify and help solve the toughest obstacles to building resilience for populations in the Sahel, the Horn of Africa, and South and Southeast Asia. Teams that are selected to advance in the Challenge will collaborate to build and implement bold and innovative solutions that overcome those identified barriers. The objectives of the Challenge are to promote resilience by developing and testing novel solutions that address local contexts and then to implement and scale the most promising solutions in each region.

Through this process, the Challenge will improve our understanding of regional vulnerabilities, strengths, and interdependencies, while fostering collaboration, increasing capacity, and building resilience on a large scale. As best practices for resilience are developed, the Challenge will open opportunities for communities to learn from each other within and across regions. Ultimately, the Challenge aims to improve the lives of millions by enabling the most vulnerable to build resilience to acute shocks and chronic stresses, thereby escaping from poverty and the cycle of crisis.

Q: What are the types of things that might be funded under the Challenge?
A: Inherent to this Challenge is the recognition that solutions for building resilience are as diverse and interrelated as the problems themselves—from chronic malnutrition and health shocks, to climate change, to economic and political instabilities, and a myriad of other vulnerabilities. Under this Challenge, solution development is deliberately structured as a field-driven process led by the winning teams. We expect teams to apply cross-sectoral, multi-disciplinary, collaborative thinking to identify the gaps, needs, and barriers that must be overcome in order to build resilience to shocks and stresses. The range of shocks and stresses facing each of the three geographic regions is diverse. As such, it is expected that this Challenge will fund a diverse range of promising solutions that overcome the
Critical designated problem statement selected.

Q: Does the team need to reside in the region to be eligible?
A: As the Challenge is intended to be a regionally led process, we encourage substantive involvement from organizations and individuals in the focal regions. Participation by at least one regional or local partner on each team is required, but the entire team does not need to reside in the region to be eligible.

Q: What is the timeline for the Resilience Challenge, when will awards be made, and what will be the size of the awards?
A: In the Challenge's final stage (solution statement implementation), teams who have built the most transformative solutions will receive funding for implementation (up to $1,000,000). Implementation funding will be distributed in the Fall of 2015; the overall timeline for implementation funding is roughly one year after the Challenge opens. For more information, refer to the *Source Document for the Global Resilience Challenge*, posted online at globalresiliencepartnership.org

Q: What is the incentive for teams to apply?
A: At the third stages of the Challenge, the Resilience Partnership will provide monetary awards to the winning teams. The teams who identify the most promising, scalable, and inventive solutions will be awarded implementation funds in the Challenge's final stage. The Challenge is an innovative, team-driven process that gives the most collaborative teams the chance to identify and solve some of the most complex problems. It allows those teams to turn their best ideas into reality, and to let the teams take credit for their work.

Q: How many people will be on each team?
A: Team size will vary according to each team's needs—this is a decision for the teams to make. Teams that successfully advance in the Challenge will have diverse, multi-disciplinary membership and will have demonstrated a credible and locally driven understanding of the barriers to building resilience in their focal region. Teams will be able to add new members in order to build their capacity and expertise as needed.

Q: What are "wildcard" teams and how does that work?
A: The Resilience Partnership will accept proposals for consideration from new teams for additional "wild card" funding for Stage Three awards. Previously unfunded teams (teams that did not receive Stage Two awards) may submit a proposal for a locally implementable and regionally scalable solution and implementation plan addressing one or more Designated Problem Statements announced by the Resilience Partnership for this purpose.
On May 15, 2015, Designated Problem Statements will be published online, allowing unfunded teams to enter the competition for a reserved subset of Stage Three funding. As a result of this "wild card" funding stream, up to three new teams will be awarded Stage Three funding. Wild card teams will be subject to the same criteria as teams in Stages One and Two.

Q: How and by whom will applications to the Challenge be judged?
A: Criteria have been developed by which to evaluate applications and deliverables associated with each stage of the Challenge. The Selection Committee will include representatives with a broad understanding of development, private sector, government, and resilience topics. Finalist teams will be selected based on their composition and the quality of the work proposal submitted. The most competitive team entries will balance deep expertise on specific issues with practical design capabilities.

For more information on evaluation criteria, refer to the *Source Document for the Global Resilience Challenge*, posted online at globalresiliencepartnership.org

Q: Are the teams who apply to the Challenge expected to provide co-funding?
A: No. Once teams are selected to advance into the next stages of the Challenge, the Resilience Partnership will provide funding to teams. Teams are welcomed to seek supplemental funding from within their organizations or beyond, but that is not an expectation.

Q: Why is the Challenge focused on the Sahel, Horn of Africa, and South and Southeast Asia?
A: The Sahel, the Horn of Africa, and South and Southeast Asia are among the most vulnerable regions in the world, and the frequency and magnitude of shocks and stresses affecting these areas continue to increase. Each of these geographies is vulnerable to a range of impacts, including but not limited to climate shocks, health crises, rapid population growth, and destabilization from conflict over natural resources, political conflict, or both.

- In **the Sahel**, climatic events such as irregular rainfall, drought, and desertification have led to chronic food insecurity.
- In **the Horn of Africa**, the population is primarily agrarian, pastoral, or both. Recurring natural and climatic events such as droughts, floods, famine, and even ash contamination from volcanic activity negatively affect food security, agricultural and livestock assets, and economic development.
- **South and Southeast Asia**, home to more than two billion people across a highly varied geography, face a diverse range of shocks and stresses—from resource scarcity to natural disasters like coastal storms and flooding—that typically disproportionately affect urban and rural poor.

Note: The wildcard element of this Challenge round focuses only on the Sahel and the Horn of Africa.

Q: How can I learn more about the Challenge?
A: For more information about the Challenge, the Global Resilience Partnership and how you can get involved, follow @grp_resilience on Twitter and visit globalresiliencepartnership.org. Visitors to the website are encouraged to subscribe to email alerts and receive information about webinars and other information events to be hosted by the Resilience Partnership.

Q: What are the environmental considerations required for Stage Three?
A: Stage Two was given a categorical exclusion as is described in the initial Global Resilience Partnership Initial Environmental Examination (IEE)[1]. The purpose and intent of the environmental considerations is to ensure necessary environmental safeguards are in place for Challenge projects to ensure no harm through systematic integration of these safeguards, using the analytical environmental impact process for assessment, and paying close attention to externalities and unintended consequences or "maladaptations". Resilience Teams are expected to understand and implement accordingly.

In general, an IEE would not be required before Stage Three grant signing. However, an IEE would be required prior to implementation of any actual on the ground activities that might have an environmental impact other than certain routine activities (e.g., setting up an office, hiring staff, holding meetings/consultations, etc.) As the Stage Three grants are approximately US$ 1.0 million, we would not expect significant budgets for any required IEEs (i.e., most should be able to be handled internally by the Resilience Team or contracted out to an environmental professional with costs in the US$ 10,000 - 20,000 range). If you have any questions or concerns as to how this may

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[1] The E-copy of the Global Resilience Partnership IEE is available at publicly-available USAID Environmental Compliance Database: http://gemini.info.usaid.gov/egat/envcomp/document.php?doc_id=41276

apply to your Solution Statement submissions for Stage Three awards, please let us know and we can arrange for answers to questions on project specifications.

Q: The scoring criteria for the Problem and Solution Statements have been revised to include scoring on gender integration. How will gender integration be evaluated in the review process? Are we required to include a specific indicator for gender?

A: The scoring criteria have been revised from Stage One to include (10%) "Are gender considerations well integrated into the approach?" For the purposes of the Challenge, teams should integrate gender in Problem and Solution Statements by:

- Describing any specific gaps that exist between males and females or distinct needs or interests of males and females as they relate to the problem and potential solution [project outcomes]. For example, there could be a gap in access to productive assets such as land, seeds, tools, or knowledge needed to practice climate-sensitive agriculture.
- Describing how the proposed solution [activities] will help close identified gaps or address distinct needs/priorities of males and females, including any opportunities to promote women's or girls' leadership and empowerment in the context of design and implementation.
- Describing how the impact of proposed activities on males and females will be tracked, including any indicators that will be used to track changes in key gender gaps or outcomes from baseline to endline. USAID requires that individual-level indicator data be disaggregated by sex wherever possible. Teams are also encouraged to adopt USAID standard gender indicators (only if applicable) or to design one or more custom indicators to track gender-related outcomes relevant to their specific projects.
- Describe how the capacity and/or composition of the team will help support gender integration (e.g., technical experts on gender issues, past experience or success with addressing gender-related gaps or challenges in programming)

Promoting gender equality and advancing the status of all women and girls around the world is vital to achieving U.S. foreign policy and development objectives. In 2012, USAID adopted a Gender Equality and Female Empowerment Policy (attached above) in order to pursue more effective, evidence-based investments in gender equality and female empowerment and incorporate these efforts into its core development programming. Teams are encouraged to review the USAID Gender Equality and Female Empowerment Policy for additional information about USAID's approach and objectives.

Q: What format / font should the solution statement be in?

Teams are encouraged to make their submissions visually appealing as this will help to put forward their concepts and approaches succinctly and quickly to the reviewers. Consistent with all Challenge submissions, all submissions must conform to the following guidelines:

- All text must be in 11-point font size.
- All submissions must be in English.
- File size cannot exceed 10 megabytes.
- Applications must confirm to page restrictions set forth in this document, including text, images, and/or drawings.
- All documents must be submitted in one PDF format file.

Q: Are Teams required to submit a Solution Statement or a Solution Implementation Plan?

A: Teams have sought clarification on whether they are being asked to submit a Solution Statement or a Solution Implementation Plan. The nature of the document is such that it covers both areas – defining your solution and also your approach to implementation, along with a detailed implementation plan. Teams are reminded that the Solution Statement will form a key part of the sub-grant contract for Stage Three and should therefore be geared towards supporting implementation of the solution should your submission be selected for funding.

Q: I still have an unanswered question. Who can help me?

A: All correspondence, including questions regarding the Challenge, should be directed to: challenge@globalresiliencepartnership.org. All questions concerning the Challenge will be accumulated, and over the course of the Challenge, consolidated responses will be posted periodically to the Challenge website, globalresiliencepartnership.org.