

Global Resilience Challenge

Response to Questions

14 October 2014

1. REGIONAL COVERAGE

- ***Please list the countries for each focus region (i.e., Sahel, Horn of Africa, and South & Southeast Asia)? Can a proposed Problem Statement address a topic in more than one focus region?***

The Global Resilience Partnership (Resilience Partnership) is looking to build regional resilience with solutions that are replicable across the region and potentially globally. As such, we have not pre-defined country lists for the three focus regions.

Teams must identify one focus region and the Pre-Proposal narrative should describe a locally-driven understanding of the barrier(s) to building resilience in the team's focal region. Teams may conduct research in particular sub-regions, specific locations, or both¹, but the relevance of the team's objectives must have broader applications, both regionally and, in some cases, globally.

The Resilience Partnership reserves the right to determine a team's eligibility in meeting the criteria as established in the "Source Document for the Global Resilience Challenge", including proposed regions and resilience topics covered by the Global Resilience Challenge (Challenge). All determinations made by the Resilience Partnership will be final².

2. TEAM COMPOSITION

Please see Section³ III (of the "Source Document for the Global Resilience Challenge") for additional information on Teams for Resilience.

- ***Can a Team include Team Members from more than one country or region? Does the Team need to include local partners and if so are local partners required to be included from the beginning (i.e., Stage One)? What is the definition of a local organization and does it include locally-registered international institutions or regional institutions? Are Teams required to include a US-based Team Member? Are foreign government institutions allowed to be team members?***

Teams may include Team Members from more than one country or region. As the Challenge is intended to be a regionally led process, we encourage substantive involvement from organizations and individuals in the Team's identified focus region. Teams should include partners and/or offices in the Team's identified focus region. All Teams must include at least one local organization, i.e., an organization whose operations are primarily located in the Team's selected region. Majority representation of such organizations (e.g., local NGOs) on each team is strongly preferred, but the entire Team does not need to reside in the Team's identified focus region to be eligible. (Locally or regionally registered

¹ Page 9, Item A2 of the "Source Document for the Global Resilience Challenge," September 2014.

² Page 6, Section III, of the "Source Document for the Global Resilience Challenge," September 2014.

³ All Section, Item, and page references included in this document refer to the "Source Document for the Global Resilience Partnership" dated September 2014 and available at <http://www.globalresiliencepartnership.org/>.

international institutions – e.g., a separately incorporated affiliate of a large international NGO – could help to demonstrate that an organization is “local”.) Teams are not required to have any US-based Team Members. All Teams selected in Stage One to participate in the Challenge must continue to meet these requirements in each Stage in order to be eligible for any awards and for participation in subsequent Stages⁴. Foreign government institutions may be Team Members if they meet all requirements in the Section III and in the Item B, Rules and Regulations; foreign governments cannot be Team Leads.

- ***May an individual be included on more than one Team if their role on each is advisory and less than full-time? Are there any limits on the number of Teams on which an organization can participate in each region? Would an organization be eligible to participate on Teams from multiple regions? Are there any limits on the number of teams that an organization can lead for each region?***

Individuals may only be included as a Team Member on one Team application submitted in the Stage One ‘Call for Teams’. An individual cannot be included on more than one Team, regardless of the individual’s proposed role or whether they would be focusing on different regions.

Organizations may be represented on more than one Team applications as long as individuals from that organization are unique to each Team’s application⁵. There is no limit to the number of Teams on which an organization may participate, i.e., organizations can participate on multiple teams in multiple regions.

- ***Is there a maximum number of Team Members per team? Is it necessary for the team to have representatives from each of the five sectors/disciplines mentioned (i.e., public sector, private sector, local civil society, international non-government organizations (INGOs), and academic sector members)?***

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 Team Members in order to build their capacity and expertise as needed⁶. There is no specific requirement for a Team to include Team Members from each of the five sectors/disciplines noted above.

- ***Are there any other restrictions on Team Leads or Team Members? Can you please clarify if United Nation entities are qualified to be a Team Lead? Should the Team Lead be an individual or an organization?***

All restrictions on Team Leads and Team Members are noted in the “Source Document for the Global Resilience Partnership” Section III, Teams for Resilience, and on page 9, Item B, Rules and Regulations. All Team Lead applicants must be legally recognized corporate entities under applicable law. Team Lead organizations that are ineligible are foreign governments, non-incorporated entities, and individuals⁷. All Team Lead organizations will be required to submit contact information for the following individuals:

- a. Individual submitting the Application

⁴ Page 5, Section III, “Source Document for the Global Resilience Challenge,” September 2014.

⁵ Page 9, Item B7, “Source Document for the Global Resilience Partnership,” September 2014.

⁶ Global Resilience Partnership, “Global Resilience Challenge FAQs,” September 2014.

⁷ Page 5, Section III, “Source Document for the Global Resilience Challenge,” September 2014.

- b. Primary lead contact person and Alternative lead contact person

Most, if not all, United Nations related entities are not legally recognized corporate entities; thus they would not be qualified to be a Team Lead. If a question exists, organizations should confirm legal status with counsel. While, this type of entity may not qualify to be the Team Lead, this type of entity is eligible to participate as a member on a Resilience Team.

- ***Can Team Leads change from Stage to Stage?***

Throughout the Challenge, the Resilience Partnership encourages a participatory and iterative design process in collaboration with local stakeholders, innovators, and other solvers in the region. Teams may choose to adjust or expand their composition as needed to enhance their ability to improve expected outcomes for example, if an area of expertise is necessary for technical solution development, implementation, or other aspects of the Challenge⁸. This could include a change in the Team Lead, although such a change would require the nomination of a new Team Lead, additional due diligence, and vetting, amended Grant Agreements, and additional administrative requirements.

3. BUDGET

- ***Item A.4 in Section VII requires teams to submit a notional budget using a Budget Template in order to describe Stage Two spending on the development of the Problem Statement, development of the Solution, and development of the Solution Implementation Plan. Where can we download the budget template? What types of costs will be supported via Challenge funding? For instance, will consultants and indirect/overhead costs be supported?***

Teams will be able to download the budget template from the Resilience Partnership website at <http://www.globalresiliencepartnership.org>. When the template is available, a communication will be sent to those who have signed up to receive email updates from the Global Resilience Partnership. To sign up for email updates, please go to the Resilience Partnership website, scroll to the bottom of the page, enter your email address in the relevant field, and following the instructions.

The budget template will offer indicative budget categories that the Challenge funding could support, including sub-contracts (i.e., for contracts other than with proposed Team Members) and indirect costs. For additional guidance regarding indirect costs, please refer to USAID's Best Practices Guide for Indirect Costing: <http://www.usaid.gov/sites/default/files/documents/1868/300mah.pdf>.

4. IMPLEMENTATION TIMELINE

- ***How long is the Stage Three period starting in September 2015? Is there an end date for the implementation of a solution, i.e., Stage Three?***

In the Challenge's final Stage, Stage Three, Teams who have built the most transformative solutions will receive funding for implementation (up to \$1.0 million USD). Implementation funding will be distributed in the Fall of 2015. The overall timeline for implementation funding is roughly one year after the Challenge opens⁹; that is, Teams will be expected to utilize the Stage Three funding within roughly a one

⁸ Page 4, Section II, "Source Document for the Global Resilience Challenge," September 2014.

⁹ Global Resilience Partnership, "Global Resilience Challenge FAQs," September 2014.

year timeframe from date of signing of the Grant Agreement, but overall timing will be agreed during grant negotiations with an anticipated maximum length of two years.

Additional funding may be available depending on the complexity of the proposed solution, its implementation, and its demonstration of success. At its sole discretion, the Resilience Partnership Selection Committee may choose to fund additional implementation by a Team based on the available evidence of impact and a clear pathway to scale, with positive impacts on millions of lives. The actual form and amount of awards will be determined at the discretion of the Resilience Partnership Selection Committee¹⁰.

- ***Can some project implementation be piloted in Stage Two as part of the planning, or should implementation only take place in Stage Three?***

Challenge funding of up to \$200,000 USD will be provided during Stage Two to 1) develop the Problem Statement and 2) develop the Solution Proposal and Solution Implementation Plan. No other funds will be available during Stage Two. If Teams wish to conduct a pilot within Stage Two to inform on these deliverables, then Teams will need to consider costs within the Budget Template or provide funding for the pilot outside of the Global Resilience Challenge. No Stage Three funds for implementation will be advanced during Stage Two.

5. STAGE ONE SELECTION CRITERIA

- ***The Source Document for the Global Resilience Challenge outlines “Selection Criteria for Stage One” that includes evaluation of ‘Innovation’ and ‘Development Impact’. Do Stage One application components need to specifically address these areas in the conceptual approach (in order to meet the specified selection criteria) or just focus on the barriers to building resilience? Are you looking for proposals that are very innovative (in the first stages of innovation), or that have already proved scalability? How will you measure scalability – are you looking for projects that will have a self-sustaining component? How do you envision that the Global Resilience Partnership will link to national governments or regional entities?***

The Stage One Application Components¹¹ should specifically address the components outlined in the “Selection Criteria for Stage One” as noted below:

1) (30%) Clarity of Response of Pre-Proposal

- a. (15%) Clarity, thoroughness, realism, and completeness of the concept.
- b. (10%) Use of multidisciplinary and collaborative approach to problem identification and development of potential solutions including commitment to participatory design and public engagement.
- c. (5%) Financial feasibility, reasonableness of initial budget.

2) (20%) Innovation

- a. (10%) Does the approach show innovation in its [conceptual] approach, scope, and breadth?
- b. (10%) Will the [conceptual] approach add to learning and knowledge in the area of resilience?

3) (20%) Development Impact

¹⁰ Page 3, Section II, “Source Document for the Global Resilience Partnership,” September 2014.

¹¹ Page 8, Item A, “Source Document for the Global Resilience Partnership,” September 2014.

- a. (10%) What is the size and breadth of the [anticipated] development impact (on vulnerable groups)?
- b. (10%) Is the choice of [the conceptual] approach, practice, and technology scalable and replicable in the proposed region?
- 4) Capacity and Team Composition (25%)**
 - 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.
 - d. (5%) Relevance of the Team's experience to the proposed research focus and design approach.
- 5) Environmental Impact (5%)**
 - a. (5%) Safeguarding of environmental goods and services while achieving resilience gains.

The conceptual approach should include:

- a) **Priorities:** What are the critical and unaddressed barriers to building resilience to acute shocks and chronic stresses? What evidence substantiates this initial assessment?
- b) **Objectives:** How would addressing these priorities and barriers contribute to building resilience in the chosen region? What is the potential scale and scope of social impact were the barriers to be overcome?
- c) **Collaboration:** How does the team build collaboration into its approach¹²?

Innovation is a very important component of the Challenge and is reflected as such in the Stage One Criteria as noted by the allocations above. The application should address how the conceptual approach either has already proved scalable, replicable, and sustainable, or how it is envisioned to be scalable, replicable, and sustainable through linkages to governments, the private sector, or other regional entities.

- ***Are there any restrictions as to the types of programs to be proposed? Are there any types of programs they do not want to see from these proposals? Is there a preference to issues/barriers to resilience that are more complex or those that address selected aspects of resilience and might benefit from a focused approach? Is there a preference for a project which geographic scope encompasses an entire region or one specific city? Could the solution(s) be focused to one type of natural hazards rather than addressing a broad spectrum of them? Are there any restrictions as to the types of programs to be proposed? Are there any types of programs they do not want to see from these proposals?***

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, problem identification and solution development is deliberately structured as a field-driven process led by the 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 regions is diverse. As such, it is expected that this Challenge will fund a diverse range of promising solutions that overcome the critical problems identified¹³. There is no preference given for projects addressing more complex issues or a broad spectrum of natural hazards versus those projects that address a specific issue or

¹² Page 9, Item A2, "Source Document for the Global Resilience Partnership," September 2014.

¹³ Global Resilience Partnership, "Global Resilience Challenge FAQs," September 2014.

natural hazard, or to projects that encompass an entire region compared to a specific country or city; Development Impact will be assessed based upon the size and breadth of the development impact (on vulnerable groups) and if the approach is scalable and replicable in the proposed region.

6. STAGE ONE SUBMISSIONS

- ***Should all application sections and materials be submitted in a single PDF?***

Teams should submit all applications as one single PDF¹⁴.

- ***Are there any requirements for the submission of CVs that are unique to each application? Is there a template for CVs or Letters of Commitment from Team Members? Can we include organizational profiles, as well as CVs, to demonstrate the capacity of the team?***

Each Individual Team Member should submit a C.V. that should not exceed two single-sided pages. Each organization that is a Team Member must be represented by an individual who must submit a C.V. An organizational profile can be submitted, but such a profile, coupled with the individual's C.V., should not exceed two single-sided pages.

Additionally, each Team Member (Individual or Organization) should submit a Letter of Commitment, which includes:

- a. A written statement of each 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 (for Organizations, the Nationality of the separate legal entity that is the Team Member), and
- d. The Team Member's principal place of business¹⁵.

There are no prescribed templates for the CVs or Letters of Commitment.

Teams are also required to submit a "Summary of the Team's Strengths and Relevant Experience" (up to 1 page)¹⁶. Organizational profiles may be included as part of this document.

7. FUNDING OF EXISTING PROJECTS, CO-FUNDING, and LEVERAGING EXISTING RESILIENCE INITIATIVES

- ***Would a team increase its chances if it can show co-funding or match funding, or if it can overlap and/or unite with other resilience initiatives, including those other resilience efforts led by Rockefeller and/or USAID? Would the Resilience Partnership consider funding a proposed approach that utilizes existing donor-funded development and/or resilience projects as a learning platform for the diagnosis of resilience barriers and the development and implementation of scalable solutions?***

Once Teams are selected to advance into the next Stages of the Challenge, the Resilience Partnership will provide funding to the Teams. Teams are welcome to seek supplemental funding from within their

¹⁴ Page 9, Item B2, "Source Document for the Global Resilience Partnership," September 2014.

¹⁵ Page 4, Section III, "Source Document for the Global Resilience Partnership," September 2014.

¹⁶ Page 9, Item A3, "Source Document for the Global Resilience Partnership," September 2014.

organizations or beyond, but that is not an expectation¹⁷ and it would not, by itself, increase chances for funding from the Resilience Partnership.

We understand that there are various existing resilience initiatives, partnerships, and networks globally, including those in the three regions covered by the Resilience Partnership and those led by the Rockefeller Foundation and/or USAID. The Resilience Partnership is a new model that 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 expertise¹⁸. The Resilience Partnership has a broad resilience lens, and with this lens the Resilience Partnership focuses on innovation, which could include leveraging existing expertise and/or initiatives focusing on resilience. The Resilience Partnership may consider any innovative approaches that otherwise meet the requirements of the Challenge, however preference will not be given based solely on linkages with other resilience efforts.

8. ADMINISTRATION

- ***Will the Global Resilience Partnership website list the teams selected to continue to Stage Two and beyond?***

The Challenge will take advantage of opportunities to communicate and publicize milestones throughout the Challenge process. Teams selected to receive funding under the Challenge will be publically announced in January 2015¹⁹ and listed on the Resilience Partnership website upon execution of a signed Grant Agreement.

- ***What entity manages the Resilience Partnership? Is it a single organization, or a consortium? What entity will manage the grant, once awarded? Can you please indicate the type of award mechanism the GRP will use?***

The Resilience Partnership was convened by the Rockefeller Foundation and the United States Agency for International Development (USAID), with the Swedish International Cooperation Development Agency (SIDA) as a resource partner. The Resilience Partnership is a consortium of organizations working in the resilience space.

A Resilience Partnership Representative (Entity) will manage the Challenge process and the grants, once awarded. All grants will be subject to due diligence, grant negotiation, and a Grant Agreement between the Team Lead and the Resilience Partnership Representative. Selected teams will be provided with a Grantee Implementation Guide to advise on the process and requirements.

- ***There appears to be a missing section VII on page 8. The Section numbers skip from Section VI to VIII. Please clarify if there is information missing from this section of the solicitation, and if so, please provide the missing content.***

¹⁷ Global Resilience Partnership, "Global Resilience Challenge FAQs," September 2014.

¹⁸ Global Resilience Partnership, "Global Resilience Challenge FAQs," September 2014.

¹⁹ Page 7, "Source Document for the Global Resilience Partnership," September 2014.

The “Source Document for the Global Resilience Challenge” contained a typographical error in the numbering of Section VIII. Section VIII should be corrected to read as Section VII. There is no missing content on the original document.

9. AGREEMENTS BETWEEN TEAM LEADS AND TEAM MEMBERS

- ***Are Team Leads required to enter into Subcontract Agreements for all Team Members? Also, could the Teams utilize a tiered structure whereby a core group is supported by a stakeholder/advisory group?***

The responsibilities of the Team Leads will include:

- a. Entering into a Grant Agreement with the Resilience Partnership Representative;
- b. Dispersing funds to Team Members as per the Sub-grant Agreements between the Team Lead and each Team Member; and
- c. Convening and organizing their Team to fulfill the obligations of the Challenge²⁰.

It is the Team Leads’ discretion as to how to convene, organize, and structure – administratively and operationally – their Teams (i.e., equal Team Members, a core group of Team Members supported by a stakeholder/advisory group, etc.). However as a requirement of the Grant Agreement with the Resilience Partnership Representative, Team Leads will be required to enter into Sub-grant Agreements with all Team Members receiving disbursements from the funds received by the Team Lead from the Resilience Partnership. The allocation of Challenge funding within the Teams should be considered during Budget Development.

Further Teaming Agreements between the Team Lead will be required for all Team Members where a Sub-grant Agreement is not required.

- ***Will [U.S. Government] USG and/or USAID operational and/or reporting rules apply to Challenge funding? Will USAID's Acquisition Regulation (AIDAR), which supplements the Federal Acquisition Regulation (FAR), apply? Regarding the USG Excluded Parties List, how does the Resilience Partnership define "principal place of business? If a Team Member has a field office in a country on the USG Excluded Parties List, but the scope of work in the Pre-proposal is for a completely different geographic region, is that Team Member ineligible?***

USAID is one of the convening partners of the Resilience Partnership and certain USAID reporting requirements, as well as other USG requirements will apply to Challenge funding. Additional requirements may apply and such requirements will be outlined in the Grantee Implementation Guide and the Grant Agreements, which will be provided to Team Leads for those Teams selected to receive funding and proceed to Stage Two. Team Leads will enter into Grant Agreements with the Resilience Partnership Representative implementing the Challenge on behalf of the Resilience Partnership. USAID funding for the Resilience Partnership is provided through the Global Development Alliance (GDA) and will be subject to requirements under the GDA. Thus, AIDAR and FAR will not apply.

For purposes of the USG Excluded Parties List, a Team Member’s “principal place of business” will be defined in accordance with definitions provided by the Office of Foreign Asset Control (OFAC) of the U.S. Department of Treasury. For more information see OFAC website: <http://www.ustreas.gov/ofac/>.

²⁰ Page 4, Section III, “Source Document for the Global Resilience Partnership,” September 2014.

10. WILD CARD TEAMS

- ***Is the expectation that the three new teams who will be selected for the “Wild Card” funding stream will have submitted both a new Problem Statement and Implementation Strategy for Stage Three funding?***

The Resilience Partnership will accept proposals for consideration from new teams for additional “wild card” funding for Stage Three awards. Previously unfunded Teams (i.e, 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 of the Approved Problem Statements announced by the Resilience Partnership. On 1 April 2015, Approved Problem Statements will be published on the Resilience Partnership website, allowing unfunded Teams to enter the competition of 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 Two²¹.

The Teams submitting for “wild card” funding will not develop new Problem Statements, but rather will base their Solution and Implementation Plans upon the Approved Problem Statements announced on 1 April 2015.

11. COLLABORATION WITH THE RESILIENCE PARTNERSHIP OUTSIDE OF THE CHALLENGE

- ***Our organization is working on similar resilience initiatives to those covered by the Resilience Partnership, but we are not in a position to respond to the Call for Teams under the Challenge. Are there other opportunities to work together?***

The Resilience Partnership is looking to foster new alliances and drive innovation to help re-imagine opportunities for scale, impact, sustainability, and partnering in resilience. There are a variety of opportunities for organizations to join the Resilience Partnership. If an organization can bring forth skills, capacities, technologies, and resources to support the Resilience Partnership in order to build resilience in the three focus regions, then a conversation should be started. Organizations interested in exploring opportunities to join the Resilience Partnership should contact info@globalresiliencepartnership.org.

12. OTHER QUESTIONS

- ***I still have an unanswered question. Who can help me?***

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 Resilience Partnership website: <http://www.globalresiliencepartnership.org>²².

²¹ Global Resilience Partnership, “Global Resilience Challenge FAQs,” September 2014.

²² Global Resilience Partnership, “Global Resilience Challenge FAQs,” September 2014.