



## Global Resilience Partnership

Global Resilience Challenge for Building Resilience to Acute Shocks and Chronic Stresses in the Sahel, Horn of Africa, and South and Southeast Asia

*Source Document for the Global Resilience Challenge – Wild Card Addendum*

May 2015

### I. THE GLOBAL RESILIENCE CHALLENGE

The Global Resilience Challenge (Challenge) is the Resilience Partnership's first activity. The Challenge is a competitive process intended to bring together multi-disciplinary teams to collaborate with local and regional stakeholders in the diagnosis of resilience problems and opportunities for viable, locally-driven, and high-impact solutions. The specific objectives of the Challenge are two-fold: to promote resilience to a range of shocks and stresses by developing and testing novel solutions that address local contexts; and then, with dedicated public and private sector funding, to implement and scale the most promising solutions in the Sahel, the Horn of Africa, and South and Southeast Asia.

Through this process, the Challenge is intended to 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.

*Please refer to the 'Source Document for the Global Resilience Challenge' for more detailed information about the Challenge. Potential Wild Card teams are encouraged to learn more about the Global Resilience Partnership at <http://www.globalresiliencepartnership.org>.*

**This Wild Card Challenge will focus on the regions of the Sahel and the Horn of Africa. We strongly encourage private sector participation in the Wild Card Teams. Teams are required to put forth solutions to the Designated Problem Statement with a focus on innovative financing, technology, or both.**

## II. DESIGNATED PROBLEM STATEMENTS

The Global Resilience Partnership has identified the following “Designated Problem Statement” for the Wild Card Challenge. All teams applying to this part of the Challenge must submit Solution Proposals and Solution Implementation Plans that address the following Designated Problem Statement:

### **TECHNOLOGY – MOBILE NETWORKS:**

*Around the globe, mobile devices and network technologies are transforming the way resources flow, people connect, and information is circulated. In the Sahel and Horn of Africa, for instance, mobile payments have transformed the nature of commerce.*

- *How can established and emergent mobile networks and technologies be harnessed to increase the resilience of vulnerable communities/geographies in this region?*
- *Consider how such platforms and technologies could be further developed, applied, and scaled to enhance the resilience of social, ecological, physical, and economic systems.*
- *How can current activities be broadened or calibrated to have co-benefits in adjacent spaces?*
- *How can these technological systems, for instance, foster inclusive economies, strengthen and diversify markets, and grow social capital?*

Through this process, the Challenge is intended to improve our understanding of regional vulnerabilities, strengths, and interdependencies, while fostering collaboration, increasing capacity, and building resilience on a large scale. Two focus features for this Wild Card Challenge are technology and innovative financing, defined for this purpose as follows:

**Technology:** approaches that include the adoption, scaling, and integration of information, tools, methods, and machines that promote evidence-based decision making and/or accelerate the deployment of innovative solutions for building resilience, including those approaches developed from scientific knowledge that have the potential to create leap frog effects or deliver impact at scale.

**Innovative Financing:** approaches that use unconventional financing instruments to mobilize additional private capital for resilience, to optimize the deployment of existing investments, and to increase the sustainability of resilience initiatives. “Unconventional financing instruments” include existing or conventional mechanism that have not yet been applied in the resilience context. These include those approaches that:

- Have the opportunity to be commercially viable at some point in time, but require early stage risk capital or subsidization to reach a scale where economies of scale deliver viable commercial returns or proof of concept; or
- Use different types of investment to increase the social reach an impact of the technology, e.g., soft loan, equity, guarantee, etc.

Proposed solutions that focus on inherently small-scale, highly location-specific, and/or community-specific opportunities with limited potential to be scaled up and replicated will not be selected to advance. *Please see Section VI for Selection Criteria.*

### III. REGIONAL FOCUS: THE SAHEL AND THE HORN OF AFRICA

The Wild Card Option of the Global Resilience Challenge will focus on two of the three focus regions of the Global Resilience Partnership: **The Sahel and the Horn of Africa**. Both of these regions are large and complex, and thus the priorities and opportunities for building resilience to acute shocks and chronic stresses range widely within and among these regions and within these regions' communities. In **the Sahel**, climatic events such as irregular rainfall, drought, and desertification lead to chronic food insecurity. In **the Horn of Africa**, the population is primarily agrarian and/or pastoral. In this region, there are recurring natural and climatic events, such as droughts, floods, famine, and even ash contamination from volcanic activity. These events impact food security, agricultural and livestock assets, and economic development. Weak or ineffective governance impedes development in parts of each region. Each of these geographies is also vulnerable to destabilization from conflict over natural resources and/or political conflict. Effects of conflict are wide-ranging and can threaten anything from opportunities for healthy and productive lives, to sustained development, to global security.

### IV. WILD CARD TEAMS FOR RESILIENCE

A Wild Card Resilience Team is a group of multi-disciplinary and multi-sectoral individuals or organizations. A Resilience Team includes both the organization that submits the application on behalf of their Resilience Team ("Team Lead"), and any partnering organizations and participants (collectively with the Team Lead, referred to as "Team Members").

#### Team Leads

The responsibilities of the Team Lead include:

- a. Entering into an agreement with the Resilience Partnership Representative;
- b. Receiving all grant awards in the form of payments from the Resilience Partnership Representative;
- c. Dispersing funds to Team Members as per the sub-agreements between the Team Lead and each Team Member;
- d. Convening and organizing their Resilience Team to fulfill the obligations of the Challenge; and
- e. Submitting all required reports to the Resilience Partnership Representative in accordance with the signed agreement.

Potential Team Lead organizations include U.S. and non-U.S. foundations, NGOs, faith-based organizations, private businesses, business and trade associations, colleges and universities, and civic groups. 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 individuals (Individuals interested in applying should join or form an organization that meets the eligibility criteria herein.) Colleges, universities, and research facilities that are funded by, and/or affiliated with, a foreign government are not considered a foreign government.

All Team Lead organizations must obtain a Data Universal Numbering System (DUNS)<sup>1</sup> number and register with the System for Award Management (SAM). Upon notification of selection for funding. Teams

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<sup>1</sup> The DUNS request process can be slow, and therefore it is strongly encouraged that organizations that do not currently possess a DUNS number begin this process early. For more information about this process can be found here: <http://fedgov.dnb.com/webform>.

must provide the DUNS number and proof of SAM registration. Additional instructions for submission of this information to the Resilience Partnership will be made available at the time of notification of selection. *Failure to provide this information within one week of selection will result in a Resilience Team being declared ineligible.*

### **Team and Team Members**

All Resilience Teams must demonstrate experience in interdisciplinary problem analysis and program implementation related to the region and topics. **We strongly encourage private sector participation in the Wild Card Teams.** We welcome unusual combinations of teams, but they must include a private sector player as a major team player. We welcome teams that combine high caliber think tank capacity with private sector knowledge, delivery capacity, and/or finance.

- All teams must include at least one local organization whose operations are primarily located in the team's selected region. Majority representation of such organizations (e.g., local organizations) on each team is strongly preferred. Teams should include partners and/or offices in the target Resilience Partnership regions.
- At least one team member should have experience working on publicly funded projects.
- All teams selected to participate in the Challenge must continue to meet these requirements at all times in order to be eligible for any awards and for participation in subsequent Stages.

Each Resilience Team must identify specific needs to improve resilience and demonstrate the commitment, creativity, and capacity of its members to address resilience needs. We recognize that different organizations have varying perspectives and understandings of resilience, as well as varying capabilities for building resilience. We are looking for teams that bring a multi-disciplinary, systems approach to the complex nature of resilience building. In particular, we seek diverse teams, with strong participation by the private sector, that bring together a variety of disciplines with a range of viewpoints, including but not limited to public sector, private sector, local civil society, international NGOs, and academic sector members.

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 team's 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 Challenge.

Awards may not be made if any Team Member is on the USG Excluded Parties List, or that is from, or with a principal place of business in, a country subject to trade and economic sanctions administered by the Office of Foreign Assets Control (OFAC) of the Department of Treasury or to any individual or entity subject to targeted trade and economic sanctions administered by OFAC. For more information see OFAC website: <http://www.ustreas.gov/ofac/>. The current list of OFAC restricted countries includes Iran, Syria, Cuba, North Korea, and Sudan. However, the list of countries subject to OFAC restrictions may change. USAID will conduct a final eligibility determination prior to award.

Team members may not include employees of the Rockefeller Foundation, USAID, Sida, or the organization managing the Resilience Partnership Representative. The Resilience Partnership reserves the right to determine a team's eligibility in meeting the criteria as established herein, including proposed

regions and resilience topics covered by the Challenge. All determinations made by the Resilience Partnership will be final.

## V. CHALLENGE TIMELINE

The timeline and process for the multi-staged Challenge are presented visually in Figure 1 below.

### **Stage One: Teams for Resilience.**

September 19, 2014—February 15, 2015

- ***Seventeen “Resilience Teams” were selected and announced in early February 2015 to move forward to Stage Two.***

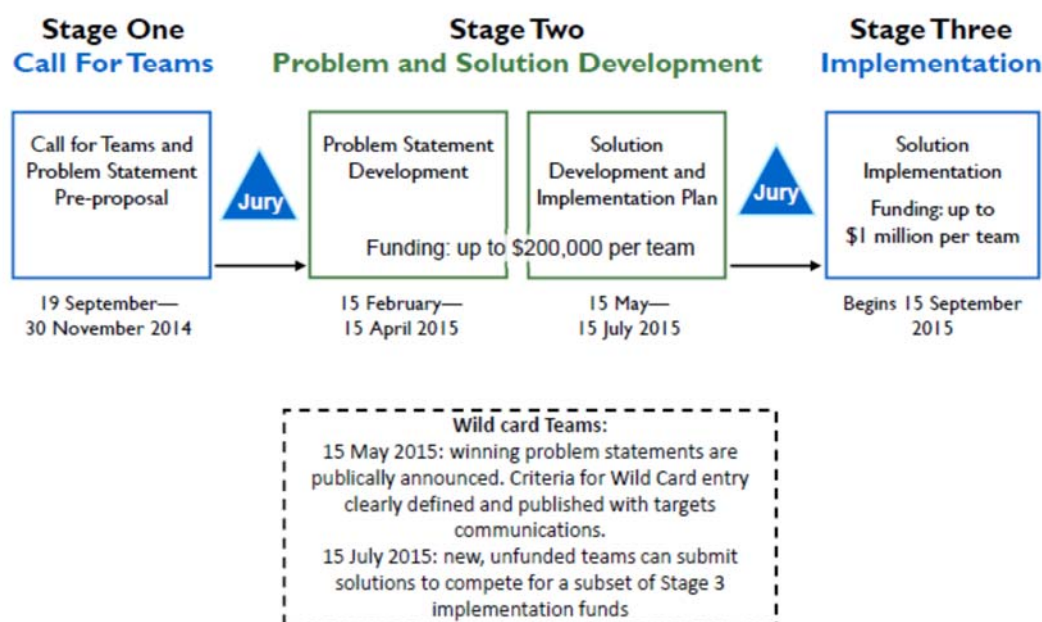
### **Stage Two: Wild Card Solutions for Resilience.**

May 15, 2015—July 15, 2015

- **Wild Card Option:** On May 15, 2015, the Designated Problem Statement was published online, allowing new, unfunded Wild Card teams (i.e., not Resilience Teams announced in Stage One) to enter the competition for a 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. Note that such “Wild Card” Teams will not receive any funding to develop their Solution Proposal and Solution Implementation plan. These Designated Problem Statement stated in Section II.
  - All teams entering the competition at the Wild Card Option must meet the same Stage One criteria as the original Resilience Teams.
  - A maximum of three new grants will be awarded for the Africa region (including the Sahel and the Horn of Africa).
  - All Wild Card teams must submit a detailed Solution Proposal and Solution Implementation Plan in line with the July 15, 2015 Stage Two submission date for all teams. No extensions are available.

Figure 1. Global Resilience Challenge Timeline

## Global Resilience Challenge Revised Timeline



- “Wild Card” Teams will identify and develop a locally-implementable and regionally-scalable solution for the articulated problem. Proposed solutions will be supported by a theory of change that explains how they are transformative, high-impact, scalable/replicable, feasible, sustainable, and locally relevant. This work will culminate in the submission of a Solution Proposal and Solution Implementation Plan. Please see the attached Appendix- Wild Card Solution Statement Guide for additional information and requirements. Solution Proposals and Solution Implementation Plans then enter a competitive selection process for Stage Three funding.

### Stage Three: Action for Resilience.

Beginning September 15, 2015

- Selected winning teams are announced publicly on September 15, 2015. Each winning team will receive a monetary award, of up to \$1,000,000 USD, for Stage Three solution implementation of their Solution proposal and Solution Implementation Plan to build resilience to the identified problem. Additional funding may be available depending on the complexity of the proposed solution and its implementation. The actual form and amount of awards will be determined at the discretion of the Resilience Partnership Selection Committee. At its sole discretion, the Resilience Partnership Selection Committee may choose to fund additional implementation by a Resilience Team based on the available evidence of impact and a clear pathway to scale, with positive impacts on millions of lives.
  - Stage Three funds will be used to implement selected solutions.

- Teams selected to enter into Stage Three will be required to enter into an agreement with a Resilience Partnership Representative and go through a due diligence and grant negotiation process. The amount of each award will be based upon approved budgets submitted by the teams and agreed during the grant negotiation process. Contracting to be completed by 15 November 2015, based upon timely provision of any additional information needed for due diligence and contracting request by the Resilience Partnership Representative from the teams.

At the conclusion of the awarded project, the Resilience Partnership will require a final impact assessment plan from the grantee. The Resilience Partnership will implement a process to monitor and evaluate the success of the awarded solutions based upon milestones and a Monitoring and Evaluation plan agreed as part of the Stage Three granting process. Deliverables will include:

- Impact assessment plan.
- Implemented solutions.
- Collection of evidence of impact.
- Plans for impact assessment (e.g., framework and timeline for monitoring and evaluation).

## **VI. SELECTION CRITERIA FOR WILD CARD TEAMS**

### **1. (20%) Clarity of Solution Statement**

- (10%) Clarity, thoroughness, realism, and completeness of the concept.
- (10%) Use of multidisciplinary and collaborative approach to development of potential solutions including commitment to participatory design and public engagement.

### **2. (30%) Innovation**

- (15%) Does the approach show innovation in its approach, scope, and breadth?
- (15%) Will the approach add to learning and knowledge in the area of resilience?

### **3. (30%) Development Impact**

- (10%) What is the size and breadth of the development impact (on vulnerable groups)?
- (10%) Is the choice of approach, practice and technology scalable and replicable in the proposed region?
- (10%) Are gender considerations well integrated into the approach?

### **4. (20%) Capacity and team composition**

- (10%) Regional expertise and inclusiveness of regional stakeholders.
- (5%) Depth and breadth of expertise and a proven track record in the developing world.
- (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.

**All Wild Card applications must meet additional requirements in that they must be:**

- **Focused on the Sahel or the Horn of Africa**
- **Must put forth a solution with a focus on technology, innovative financing, or both**
- **Must demonstrate strong private sector participation**

**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.**

## **VII. WILD CARD SUBMISSION REQUIREMENTS**

### **A. Application components**

Please see the attached Appendix – Wild Card Solution Statement Guide for details on the application components.

### **B. Rules and Regulations**

1. Applicants must submit an application in response to this Call for Teams no later than 12:00 PM EDT on July 15, 2015.
2. All applications must be submitted in English and in PDF format.
3. Applications must conform to page restrictions as described in the attached Appendix – Wild Card Solution Statement Guide, including text, images, and/or drawings.
4. Text must be in 11-point font size and file size cannot exceed 10 megabytes.
5. Applications must be uploaded to [www.globalresiliencepartnership.org](http://www.globalresiliencepartnership.org). Hardcopy applications will not be accepted.
6. C.V.s and Letters of Commitments are not included in the total page count. However, each C.V. should not exceed two single-sided pages per team member.
7. Individuals may only be included as a team member on one team application submitted in the Stage Two Wild Card 'Call for Teams'. However, an organization may be represented on more than one team application as long as individuals from that organization are unique to each team's application. Current Resilience Team members may not participate on a Wild Card Team.
8. The Resilience Partnership must be informed in writing of any change to the composition of a team's membership, at any stage of the Challenge.
9. The Resilience Partnership will have a perpetual, worldwide, royalty-free, nonexclusive and irrevocable right to reproduce, publish, distribute, edit, adapt, create derivative works from and otherwise use any deliverables or data used or produced at any Stage, including the Online Form, list of team members, team member resumes, Pre-Proposals, Problem Statements, and Solution Proposals and Implementation Plans, for any purposes, and to authorize others to do so. For any pre-existing intellectual property in which a Resilience Team wants to provide less than the license stated above, a description of such intellectual property must be included in an addendum to the Solution Proposal and Implementation Plan, and be clearly identified as proprietary information. The Resilience Partnership will receive a limited use license for such pre-existing intellectual property, to be used solely for purposes of administering the Global Resilience Challenge. The Resilience Partnership anticipates making submissions by Resilience Teams and implementation data available to the general public.
10. The Source Document for the Global Resilience Challenge, or this Wild Card Addendum, does not give rise to any legal rights or obligations of or for any person or organization. Any monetary awards are subject to the sole discretion of the Resilience Partnership. The Resilience Partnership may, at its sole discretion, opt to award more or fewer awards, for more or less money, or no awards at all. All awards are subject to the successful negotiation of an award agreement with the Resilience Partnership Representative, and availability of funds. The Resilience Partnership reserves the right to amend this Source Document or cancel the Challenge at any time. Any changes will be reflected on the Challenge website, [www.globalresiliencepartnership.org](http://www.globalresiliencepartnership.org)
11. International applicants should be aware that the information submitted is collected in the United States of America. The collection, storage, and use of application data will be subject to U.S. laws and regulations, which may be different from the laws and regulations of applicant's home country. By participating in the Challenge, applicants consent to this collection, storage, and use.



12. By providing the application materials, including the Pre-Proposals, Problem Statements, and Solution Proposals and Solution Implementation Plans, the applicant warrants to the Resilience Partnership that the applicant has the right to provide the information submitted.
13. Applicants shall not use the logos or trademarks of USAID, Sida, the Rockefeller Foundation, or the Global Resilience Partnership without prior permission.
14. This Challenge, including all funding provided under the Challenge, shall be governed by U.S. Federal Law and subject to the jurisdiction of U.S. Federal Courts. Funding disputes shall be resolved as provided in the applicable award documents. This document is released in English. The English version will govern in the case of any discrepancies between the English version and any translations.

**C. CONTACT INFORMATION**

All correspondence, including questions regarding the Challenge, should be directed to: [challenge@globalresiliencepartnership.org](mailto: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, [www.globalresiliencepartnership.org](http://www.globalresiliencepartnership.org).

## APPENDIX – WILD CARD SOLUTION STATEMENT GUIDE

### Wild Card Solution Statement Criteria Matrix

Description	Limitation
<b>Section 1: Project Data</b>	
1.1 Basic Project Data	1/2 page
<b>Section 2: Innovation and Impact Pathway</b>	
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 Workplan and Timeline	2 pages
2.8 Questions and Methodologies	3/4 page
2.9 Measuring Progress towards Outcomes	No limit but please be concise
<b>Section 3: Achieving the Resilience Challenge</b>	
3.1 Gender and Equity	3/4 page
3.2 Resilience	3/4 page
3.3 Sustainability	1/2 page
<b>Section 4: Risk Management</b>	
4.1 Risk Matrix	3/4 page
4.2 Social and Environmental Impact Assessment	3/4 page
<b>Section 5: Budget</b>	
5.1 Budget	1 page
<b>Section 6: Team Composition</b>	
6.1 List of All Team Members	1 page
6.2 Summary of Team's Strengths and Relevant Experience	1 page
6.3 CV and Commitment Letter for each Team Members	2 pages for CV 1 page for Commitment Letter

### Wild Card Solution Statement Criteria

The Solution Statement selection criteria will be consistent with the following:

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.

The Solution Statements will also be required to meet environmental impact standards, and have robust approaches to risk and value for money. Teams' financial management systems will also have to meet due diligence standards as assessed by the Resilience Partnership Representative.

## Wild Card Solution Statement Template

### Section 1: Key Information and Solution Statement

#### 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. Designated Problem Statement:
- g. Please complete the attached chart for all team members:

Team Role	Name	Title	Email	Phone Number	Organization
Team Lead					
Project Lead (if different than Team Lead)					
Alternate Team Lead					
Team Member					
Team Member					
Team Member					
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)

- Based upon 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 you will create change? What strategy to employ, who you will 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 will deliver at the economy, efficiency, and effectiveness levels (input, output, outcome/impact levels)?

### 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.*

## 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. Workplan and Timeline (2 pages)

Prepare a detailed workplan and Gantt chart.

## 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.

### 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?

### 2.9.3 Provide a Monitoring and Evaluation Plan (M&E)

The plan should be streamlined and functional.

### 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.

## 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?

### 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 & 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.

## 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.

## Section 6: Team Composition

### 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