

WASH Regional Innovation Partner
REQUEST FOR APPLICATIONS (RFA)

RFA Issued: Friday, October 10, 2014

Deadline for Questions: Friday, October 24, 2014

Submission Deadline: **Monday, November 24, 2014**

Introduction and Background

Innovative approaches to providing water, sanitation, and hygiene (WASH) services to the poor have the potential to drastically improve the health, economic productivity, well-being, and dignity of people living in low- and middle-income countries.

While there are a multitude of innovative programs and practices currently delivering low-cost, effective WASH services to the poor, a great many face significant hurdles when going to scale, and so are failing to realize their full potential. In response to this problem, The Results for Development Institute (R4D), with funding from the Rockefeller Foundation, is launching a new center focused on identifying, analyzing, and connecting innovative WASH programs. The new center (to be launched in 2015) will enable effective scale-up, adaptation, and replication of innovative WASH models in low- and middle-income countries.

R4D's WASH innovation center will do this by working with regional partners to identify the most promising and innovative (but as yet relatively unknown) WASH organizations and initiatives, and facilitate their scale-up by connecting these programs to key tools and services they need. Partners will introduce innovators to others in the field, and increase their visibility with policy makers, researchers, and potential funders. In its first year, this center will focus exclusively on innovations in the WASH sector, but will expand this focus into agriculture in year two, and later into other sectors including nutrition, climate, and energy.

R4D has a proven track record of working to identify innovations and its WASH innovation center will build on those efforts. In 2010, R4D established and launched the Center for Health Market Innovations (<http://healthmarketinnovations.org/>). Then in 2013, R4D launched the Center for Education Innovations (<http://www.educationinnovations.org/>). Through these two centers, R4D has identified more than 1,700 programs across over 135 countries that are expanding access in lower income communities to quality education and health services.

A note on innovation: For R4D's new center on WASH, an innovative WASH approach is one that has the potential to improve WASH services to the poor on a sustainable basis. The center will profile programs, policies, and practices implemented by non-governmental organizations (NGOs), non-profit and for-profit entities, social enterprises, corporate entities, and governments. Sustainability is a key criteria—innovations must have the potential to be financially sustainable through a variety of mechanisms such as user fees and cross-subsidization.

Project Summary

In order to support innovative WASH services and help them scale, the project will employ a three-pronged approach:

IDENTIFY | Provide comprehensive, up-to-date information about programs with the potential to improve the way WASH systems operate for the economically disadvantaged.

ANALYZE | Analyze programs in order to determine good practices and build the body of research on innovations and their role in WASH systems.

CONNECT | Connect those who are implementing, funding, and analyzing programs to each other in order to facilitate the scale-up and adaptation of successful models.

R4D's new center on WASH innovation will serve as a neutral and objective resource, identifying and scaling up promising approaches. The resource will use an online platform to identify, analyze, and connect WASH innovation through a database of profiles. To effectively promote the scale-up and adaptation of promising programs, R4D and in-country partners will host in-person activities that complement the online resource. R4D's web resource for WASH innovation will go live in mid-late 2015. R4D will execute the "Identify – Analyze – Connect" approach in WASH using an operational model comprised of three key groups (see Figure 1):

- **Central Coordinator – R4D**
The central coordinator oversees, facilitates, and develops strategic priorities for identifying, analyzing, and connecting innovations.
- **Country / Regional Innovation Partners**
Country / regional innovation partners are existing organizations with strong networks of implementers, policymakers, technical partners, and academic institutions in their countries or regions.
- **Global Collaborators**
Colleagues conducting work that is complementary to that of R4D's WASH center, for instance, supporting the identification, development, improvement, scale-up, or adaptation of innovative models. Often, there may be specialization in a particular area (e.g., financing mechanisms, policy frameworks, evaluation, etc.). Collaborators may engage in activities including conducting competitions, evaluating programs, or delivering technical support.

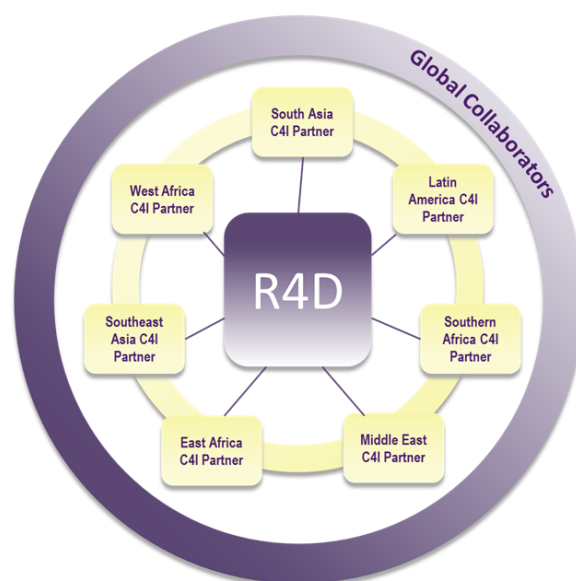


Figure 1: Operational Model for R4D's WASH innovation center

Note: While R4D ultimately aims to establish Partners in each of the regions above, we will be contracting a smaller number of innovation partners through this first RFA.

This model allows for global coverage and cross-regional learning among programs, facilitated by regional partners around the world.

Throughout the development of the new center focused on WASH, R4D will build on its experience developing and managing the Center for Health Market Innovations (CHMI) (<http://www.healthmarketinnovations.org>), which is now the world's largest freely accessible information resource on innovations in the non-state health sector, and the Center for Education

Innovations (CEI) (<http://www.educationinnovations.org/>). While the new center will have its own distinct features and functions, potential country / regional innovation partners are encouraged to visit the CHMI and CEI blogs to learn about what CHMI and CEI partners do on the ground to facilitate learning and scaling up of promising innovative programs.

Country / Regional Innovation Partner Activities

Innovation partners will act as country-specific or regional facilitators for a range of activities within the spectrum of the “Identify – Analyze – Connect” framework. The **end goal** of all country / regional innovation partner activities is to enable the improvement and scale-up of promising innovations both within their country and across borders.

Please note: R4D is looking to hire organizations capable of carrying out the work in both Phases I and II described below. However, the initial contract will be for **Phase I only** - the contract will be extended to cover Phase II depending on the performance of the partner(s).

Also, while WASH innovations will be the focus of the first 9 months work, R4D will begin actively seeking innovations in the agriculture sector in Q3 (activity C). Therefore, links to and understanding of the agriculture sector will be an advantage when applying, **but this is not a criterion for applying**. Equally, R4D would welcome applications from organizations with strong agriculture expertise but less WASH expertise if they can demonstrate their ability to carry out the WASH activities outlined in this RFA.

Country / regional innovation partners' activities will unfold as follows:

	Phase I (2015)	Phase II (in and beyond 2015)
Identify	Identify and create profiles for innovations in country or region of focus.	Continue to identify and profile innovations, and update existing profiles.
Analyze	Begin to identify trends in data and potential ideas for analytical products to be developed in Phase II.	Contribute to evidence base through case studies, country and thematic briefs, blog posts, and other analytical work based on data compiled.
Connect	Develop and execute launch strategy for the new WASH innovation center in country or region of focus; establish relationships with and network among profiled programs in order to lay the foundation for future partnership building and learning opportunities.	Create opportunities for implementers to connect with other innovators, as well as funders, analysts, and mentors who can provide knowledge, technical support, and funding.

Phase I Activities

In Phase I, country or regional innovation partners will carry out the following activities:

Activity A: Identify and create profiles for WASH innovations operating in the country or region where the country or regional innovation partner is based. This involves the ongoing identification of promising programs, and creating and updating profiles via primary and secondary research. Under this activity, innovation partners will perform the following sub-activities:

- (i) Incentivize programs to participate in the center's online platform, explaining the benefits of participation in the network, including visibility, peer learning, possible access to funding, etc.;
- (ii) Interview key program staff to obtain quantitative and qualitative data about the program as outlined in the project's data collection template, to be provided by R4D. A key component of this will be understanding which aspects of the program can be considered innovative and how they are applied in practice;
- (iii) Examine the program through any secondary sources available, such as organizational materials, publications, existing external evaluations, etc.;
- (iv) Submit data to R4D at agreed-upon intervals and in a format provided by R4D (see Attachment A for the draft program profile template used for the Center for Education Innovations – this is meant only as a guide as **we are still developing the WASH innovation center program profile template**).

Activity B: Cultivate relationships with and build networks of stakeholders including program implementers, funders, policy makers, and researchers in the country or region where the innovation partner is based. Innovation partners will serve as the center's point of contact in the partner's country or region, helping raise the center's profile and generate buy-in among stakeholders. This will include the following sub-activities:

- (i) Develop and execute a launch strategy for the WASH innovation center in focus country or region (e.g., organize launch event, issue press release about the launch, conduct media outreach, write blogs for the website and local web and print media, speak at events, and give presentations about the center);
- (ii) Serve as a resource on the topic of innovations for country or regional stakeholders (e.g., share useful information on global and regional funders, disseminate information about relevant events and opportunities, publicize new literature about innovations, etc.);
- (iii) Establish relationships with and network among profiled programs in order to lay the foundation for future partnerships/learning opportunities.

Activity C: Identify and create profiles for crosscutting innovations operating in the country or region where the country or regional innovation partner is based. These crosscutting innovations are of particular interest and refer to programs that have an impact across multiple sectors; for example, a WASH program in a school that improves education, health, girls' security, as well as WASH outcomes. (For sub-activities for this activity please see Activity A.)

For all of the above activities, country or regional innovation partners will be responsible for helping to track and document impact for R4D's WASH innovation center by providing inputs to ongoing monitoring and evaluation efforts, and contributing to quarterly and annual reporting.

Supplementary Activity, subject to experience and for which additional funding will be available:

Activity D: Identify and create profiles for agriculture-focused innovations operating in the country or region where the country / regional innovation partner is based. This involves the ongoing identification of promising programs, and creating and updating profiles via primary and secondary research. (For sub-activities see above)

Phase II Activities

After the first 12-18 months, depending on the partner's interest, performance to date, and R4D's funding, partners may extend and expand the work into Phase II. We have provided an outline of the provisional scope of work for Phase II below, but this may be subject to change:

In Phase II, country / regional innovation partners will continue the ongoing "Identify" "Analyze," and "Connect" activities from Phase I, but will expand the approach to include deeper "Analyze" and "Connect" activities. Specific Phase II activities might include:

Activity E: Analysis of programs, building the evidence base for "what works" in implementing and scaling up innovations

Based on interest, expertise and direction from R4D, a country or regional innovation partner might conduct research and examine data collected by R4D's WASH innovation center to produce new analytical products that expand understanding of best practices in, or across, a given sector. Analytical work will be disseminated via the center's website and other channels (e.g., peer-reviewed academic journals, briefs and reports). Examples of knowledge generation activities may include:

- (i) Program case studies: In addition to creating basic profiles for programs in their country / region, partners may conduct case studies on programs that utilize particularly innovative or proven approaches, structures, or funding mechanisms that could provide learning opportunities for other programs. Partners will also be asked to identify and conduct case studies on programs that have an impact across multiple sectors;
- (ii) Country briefs: Partners may create country profiles as a resource for program implementers, funders, or other stakeholders to learn more about how the political, economic, or social context in that country affects the implementation of innovative practices;
- (iii) Thematic briefs: Innovation partners may synthesize information from the center's database along thematic lines, so users can access the data point from an angle that is most relevant to them;
- (iv) Good practice resources: Innovation partners could develop and disseminate learning tools for implementers and stakeholders (for example, outreach frameworks for behavior change, strategies for last mile distribution, cross-sector integration, etc.);
- (v) Evaluation: If a partner has experience in program evaluation (affordability, quality, access, impact, etc.), it could be engaged to perform a formal evaluation of profiled programs;
- (vi) Innovation analytics: Partners may be asked to identify the key elements that enable the scale-up of a WASH organization or model and common criteria (if any) across the sector necessary for scale-up. Partners could also be asked to identify and provide examples of the key impediments to scale-up.

Activity F: Facilitate learning and connections within and across regions to promote the scale-up and adaptation of promising innovations. This will involve creating learning opportunities among implementers and linking profiled organizations with technical support and potential funders.

- (i) Organizing workshops for program implementers working in similar topic areas (e.g., encouraging behavior change, utilizing technologies, reaching populations in remote areas, partnering with public entities, etc.);
- (ii) Linking program managers with global collaborators who have the ability to provide technical support such as strategic planning for scale-up, monitoring and evaluation, business training, etc.;
- (iii) Introducing program managers to potential funders (donors and investors) looking to support promising programs;
- (iv) Organizing meetings with local and national policymakers, professional associations, civil society organizations, research organizations and funders.

In Phase II, country / regional innovation partners will also be encouraged to propose other “Analyze” and “Connect” activities that will have a positive impact on innovations in their country / region.

Sector Focus

Country and regional innovation partners for **Phase I need only have expertise in the WASH sector (although this is not a prerequisite for applying)**. However, we encourage

applications from partners with expertise in additional sectors (agriculture and nutrition), **applicants should highlight this in their proposal to be considered as a potential cross-sector innovation partner.**

Geographic Scope

In Phase I, R4D is initially planning to select 2 to 3 partners **based in low- and middle-income countries where innovations that effectively deliver WASH services to the poor are abundant.** In order to achieve our long-term goal of providing global coverage of innovations, we encourage applications from organizations based in any low- or middle-income country or region. If not selected as a country / regional innovation partner in December 2014/January 2015, organizations that apply during this round may be considered during a subsequent review of applications as R4D's WASH innovation center expands its global presence.

Depending on the organization's current network and coverage capacity, potential innovation partners are free to propose themselves as either **country-specific** (with activities based in one country) or **regional** (with activities that span the region in which the regional innovation partner is based). R4D expects certain countries to have more innovations, thus potentially requiring a dedicated innovation partner. As a result, country-specific and regional innovation partners can coexist.

Project Timeline

Event	Date
Proposal Due Date	November 24, 2014
Anticipated decision and selection of partners	December 30, 2014
Project work commences	February 2015

The initial grant horizon will be for up to 18 months. Grant renewals for work beyond this will be decided based on the partner's interest and relevant expertise, project needs, and funding priorities. There could be opportunities to expand the scope of work and add in additional segments if further funding is received by R4D.

Activities and tasks will be completed on an ongoing basis, with a timeline for completion of discrete activities and products determined in collaboration with R4D. **In advance of the web platform launch for R4D's new WASH-focused innovation center in 2015, innovation partners will focus on identifying and documenting programs, networking, and raising the profile of the center in their country / region.**

Funding

Selected country and regional innovation partners will be eligible to receive **up to \$80,000 USD over 18 months**, but this amount is flexible: final decisions regarding the grant amount and timeline will be based upon a detailed review of the proposed scope of work, staffing, and budget. The grant will be directly funded and managed by R4D.

Payment schedule and amounts will be determined in consultation with R4D, based on projections for activities during agreed-upon intervals, including an adherence to standards regarding quality. Innovation partners will be required to submit financial reports to R4D on a quarterly basis.

Suggested Format for Applications

All applications should be no more than 10 pages in length (not including annexes) in 12-point font. Please structure your application using the following outline, covering **all** requested details:

1. **Organizational Profile:** Brief description of your organization's goals and work, including:
 - Organizational strengths (in what activities does your organization excel?)
 - Competitive advantage (what does your organization offer that others in your country / region do not?)
 - Rationale for proposing to become a regional innovation partner (how does your current work make your organization well-placed to further the work of R4D's new WASH innovation center; e.g., please outline any relevant experience in innovation, social entrepreneurship, scaling-up and replicating successful programs)
2. **Geographic Rationale:** Indicate whether you propose to be a country or regional innovation partner, and provide a description of your organization's experience and associations in your country or region, including:
 - Overall description of previous work in the country / region;
 - Ongoing collaborations and partnerships that you can build upon, including with civil society organizations, policymakers, and / or researchers, etc.;
 - General innovation climate in your country or region that would substantiate an innovation partner in that location. Please include 4-6 examples of innovative models you are familiar with in your country or region that could be included in the center's database for each sector you propose being a partner.
3. **Proposed Phase I Activities:** Describe how your organization would execute each of the Phase I activities applicable. Applicants are not required to apply to carry out all activities outlined in Phase I.

For each activity for which you apply, provide the following:

- A description of the work for that activity, including how you plan to approach the major sub-activities outlined for each activity;
 - How you propose to leverage your existing knowledge and experience, and build on it, for that activity;
 - Any challenges you anticipate encountering in these activities, and how you plan to counter these challenges during your work.
4. **Phase II Statement of Interest:** Please provide a **brief** description (no more than one page) of any Phase II activities that your organization would be interested and well-placed to carrying out for R4D's WASH innovation center in the long term. *We will not contract innovation partners for work beyond Phase I at this time, but we hope to collect this information from potential innovation partners in order to inform a future round of grants.*
 5. **Relevant Experience and References:** Provide descriptions of three current or previous projects that your organization is undertaking in the area of the sector you propose being a partner (or related fields), and contact information (name, email, telephone number) of the main funder or partner on the project. Please also provide information regarding any experience in other sectors, including agriculture, nutrition, climate and energy.

6. **Key Personnel:** Please describe your proposed leadership team for this project, including the names and a description of the relevant experience of the team members who will be **directly involved** in planning and implementing the work.
7. **Intent to Collaborate:** If your organization intends to undertake this work in partnership with another organization(s), please briefly describe these organization(s) and the partnership role you envision.
 - **For organizations proposing to be regional innovation partners,** please include the names of organizations in neighboring countries with whom you have existing partnerships that you can draw upon for support in the region.
8. **Annexes:**
 - **Project Team Staffing:** Please provide detailed bios or CVs for key personnel proposed above in part 6, including relevant qualifications and experience.
 - **Budget:** Submit a detailed, itemized budget needed to accomplish Phase I activities broken down by activity area, including salaries and all expenses related to travel, equipment, communications, and overhead. Please use the budget template provided as part of this document. If you would like to receive a copy of this budget template as an excel spreadsheet please email Sophie Edwards (sedwards@r4d.org)
 - **Financial Audit:** Please submit a copy of your most recent financial audit report along with your application. Innovation partners will be required to submit annual audits for all years during which they serve as R4D grantees.

Questions

Any questions about the project or the content of this RFA must be submitted by **Friday, October 24, 2014**. Questions and responses will be compiled and supplied to all who have expressed interest, as well as published on the R4D website, by **Friday, November 7, 2014**.

Organizational Overviews

The Rockefeller Foundation was established in 1913 to “promote the well-being” of humanity by addressing the root causes of serious problems. The Foundation works around the world to expand opportunities for poor or vulnerable people and to help ensure that the benefits of globalization are more widely shared.

Results for Development Institute (R4D) is a non-profit organization that is focused on enabling poverty alleviation across a range of sectors including agriculture/nutrition, education, health, and water, sanitation, and hygiene. R4D is funded by major bilateral organizations and philanthropic foundations from across Europe and North America.

Key Contacts

All questions and submitted applications should be directed to the Results for Development team:

Sophie Edwards
Senior Program Associate
Results for Development Institute
+1 202 640 6045
sedwards@r4d.org

Please submit all applications to Sophie Edwards at the above email address by Monday, November 24, 201, 11:59 P.M. EST.

Please write “WASH Regional Innovation Partner Application Submission – [your organization’s name]” in the subject line of your email.