



## Introduction to the CARE Impact Challenge and Impact Accelerator 2016

As part of the commitment to ending social injustice, CARE International intends to showcase some of the most innovative and effective work currently underway across its programs through an innovative global challenge. The “CARE Impact Challenge” will bring together designers, investors, development practitioners and CARE staff to celebrate and reward proven and promising programs that have shown true impact to combat and reduce the underlying causes of poverty and social injustice. Challenge winners will receive cash awards and dedicated support from within and outside CARE to work on taking their proven interventions to scale for larger impact.

All Challenge finalists will be eligible to participate in CARE’s newly launched Impact Accelerator program. The Impact Accelerator is a new program at CARE that seeks to tackle the world’s biggest problems at scale by arming CARE’s development practitioners with the skills, mentorship, resources and connections they need to do so. The Impact Accelerator program will start with an assessment of the specific needs of the team and the next steps required for the innovation to achieve impact at scale. Over the course of the program, each team will build new skills through an online curriculum of 4-6 labs. Each lab will be a blend of online classes and assigned exercises and outputs. Teams will go through 4 “core” labs, which include: Human-Centered Design, Designing for Scale, Business Model Generation and Pitching. These labs will support teams to create their pitch and their business model, which will then be judged at the CARE Impact Challenge Event.

How will it happen? On January 13, 2016, the detailed application will be released and distributed across CARE International; the deadline for submission is February 24, 2016, 6 pm EST. Finalists will be announced by mid-March 2016. Finalists will then participate online in the Impact Accelerator program from April – September 2016. The Accelerator program will include a short ‘boot-camp’ in Atlanta to help team refine the operational design and final pitches for the Impact Challenge Event. Participants will be flown to New York City in the fall of 2016 (October or November) to prepare their final presentations to a panel of external judges, who will in turn select the winners of the CARE Impact Challenge 2016. Impact Challenge winners will win 150,000 USD to take their idea to scale. After the Impact Challenge event, all finalists will continue to be supported to pursue “elective labs”, based on their priorities. These might include policy and advocacy, marketing and branding, fundraising or other needs.

Who can apply? Anyone employed across the CARE International Membership is invited to form a team of collaborators and to submit a team-based application. The contest is open to everyone, not just Country Offices and programming but for anyone who feels they have been part of creating a program with proven, innovative impact that has high potential to be taken to scale.

Who is working on this event inside CARE International? Several small teams across CI have been working together to design the selection criteria and application process, the communications and information strategy, and will continue to collaborate with the CARE Impact Accelerator team to

organize the Impact Challenge event. The application review panel consists of a team of experts CI, representing diverse technical, operational, geographic, and academic expertise across the organization. All CI program languages are represented.

I have questions, comments and suggestions. How can I get answers and provide input?

A dedicated email address has been created where potential applicants can direct questions: [impactevent@care.org](mailto:impactevent@care.org) at any point during the application process.

Additional information, along with the application, event flyer, and supporting materials can be found on the CARE Impact Challenge webpage, at: <http://www.care.org/care-impact-challenge>.

Open House WebEx support calls will provide guidance to applicants in the coming weeks. A schedule of those calls will be posted on the above website shortly!



## CARE Impact Challenge 2016

### APPLICATION INSTRUCTIONS AND GUIDELINES:

#### Application Deadline and Timeline:

The deadline to submit an application is **Wednesday, February 24, 2016 / 6pm Eastern Standard Time, US**. Finalists are expected to be announced in mid-March.

**Who can apply:** Anyone employed across the CARE International Membership is invited to form a team of collaborators and to submit a team-based application. The challenge is open to everyone, not just Country Offices and programming but for anyone who feels they have been part of an intervention with proven, innovative impact that has high potential to be taken to scale.

**Application Team composition and size:** There is no limit to how many teams can apply from the same CARE member or country office. Each proposed team member, however, can only appear in one application at this time. There is no minimum or maximum size for teams; proposed team should represent whatever group is best positioned for taking the proven intervention to scale. Teams can reflect a global, regional, country, district and/or community level combination.

**How to complete and submit the application:** Please submit the below application section (page 2-4) and fill in ALL THE CONTACT information of the Team Point Person and proposed members. This is critical for the review teams in case of questions/clarifications. You may delete the instructions and guidelines; these will not count toward the 5 page limit. Submit the application to [impactevent@care.org](mailto:impactevent@care.org) by Wednesday, February 24, 2016 by 6pm, Eastern Standard Time. An e-confirmation reply will indicate successful submission.

**Application Length:** The technical application can be up to 5 pages long, 11 size font with 1.5 page spacing and normal margins for A4.

**Language:** In order to access the most ideas from across all of CARE International, we invite you to submit your application in any of CARE's operational languages: English, Spanish, French, Arabic, or Portuguese. In addition, finalists may participate in the Impact Accelerator program in any of these languages per the profile of the finalist group. Based on what is most productive for the finalists, CARE International will ensure both written and live translation of the Accelerator modules and the Impact Challenge event materials for participating finalists.

**Where to get help:** In addition to the support email listed above, find additional information on the CARE Impact Challenge webpage: <http://www.care.org/care-impact-challenge>. Impact Challenge team members will be available to answer questions and receive feedback at: [impactevent@care.org](mailto:impactevent@care.org).

## Impact Challenge Finalists Selection Criteria

The review team will use the following criteria to evaluate applications and select finalists. These criteria will also apply to the finalists competing for the award. Additional criteria for the 2<sup>nd</sup> round of competition will be shared with the finalists upon selection.

- 1. Alignment (30%):** The proposed initiative will further at least one of the outcome areas of the CARE 2020 Program Strategy and demonstrates application of the CARE approach.
- 2. Potential for impact (25%):** The proposed initiative has demonstrated that it is truly addressing the problem, and the solution proposed is better than what's been done before or what's currently being done by others to address the problem.
- 3. Potential for scale (25%):** The proposed initiative has the potential to go scale. There is evidence of interest from outside stakeholders to scale, and the envisioned funding model is realistic.
- 4. Potential for Catalytic Investment (20%):** The proposed initiative has the potential to maximize catalytic investment in the form of participation in the Impact Accelerator, support from the wider program, and the award funds. The panel will prioritize those initiatives that might benefit the most from this support.



## CARE Impact Challenge 2016 Technical Application

1. Applicant Team Information and Details:

Name	Title	Location (CO, CIM, etc.)	Email
Team Point Person			

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2. Problem Statement: Please provide concise and clear analysis statement of the specific problem you are trying to solve.
3. Intervention Success: *(Please make sure all questions below are addressed in your response)*
  - a) Explain how your initiative solves the problem. What evidence exists to prove your initiative solves the problem?
  - b) How does the initiative apply the CARE approach? *(Increased Resilience, Promoting Inclusive Governance and Gender Equality and Women's Voice – The initiative does not have to apply all four to qualify)*
  - c) Why is your initiative better than what's been done before or by others?
4. Plan for Taking this to Scale:
  - a) Describe how this initiative could further impact 1million+ people by 2020?\_How can this be taken to scale, either at the national or international level?
  - b) Who will pay for taking this initiative to scale? *(i.e. what is the funding model? Will government adopt the innovation? Will the initiative be scaled through market-based approaches? Will it be supported through traditional philanthropy or replicated by other NGOs? )*
  - c) If this initiative were to go to scale, how would it further the CARE 2020 Program Strategy?
  - d) Based on your experience so far, what is the major obstacle or challenge you feel CARE faces in taking this initiative to scale?
5. Market and Demand Statement:
  - a) What is evidence or the analysis that proves there is demand or interest for this initiative? *(i.e. is there interest from the government? Are stakeholders such as partners or communities interested in scaling? Have donors or investors shown interest?)*



## FREQUENTLY ASKED QUESTIONS:

- 1. I work in a part of CARE International that already has significant resources, grants and commitments; what is the benefit of this challenge?** This challenge provides unique funding and ongoing post-challenge support to invest in new aspects of proven innovation work that in order to scale up (for example, a policy-influencing goal or partnering with a new CARE team or organization) By receiving financial support that is 100% committed to CARE's vision and by participating in accelerator labs through the CARE Impact Accelerator Program and support from external experts, teams will broaden their design and innovation capacities to take proven impact to scale.
- 2. I'm not totally clear what "taking it to scale", "proven impact" "gender-transformative" and "multiplying impact" actually mean in a practical, operational context. Also, I have no idea what the Impact Accelerator is. Where can I get more information so we have an idea of what to propose?** See the "CARE Resources" section on this site to access various support materials.
- 3. How many teams can apply from the same division, country office, or CARE Member?** There is no limit to how many teams can apply from the same CARE member or country office. Each proposed team member, however, can only appear in one application at this time (for example, The Marketing Director of an imaginary CO can only be part of one application team, s/he cannot join several applications as a team member)
- 4. Is there a minimum or maximum team size requirement?** There is no minimum or maximum team size requirement; the team size is up to the judgement and analysis of the team based on what is required to make the most compelling case for proven innovation and scale-up.
- 5. Do the team members have to all be in the same place/ CO/ CARE Member?** No. The proposed team can represent whatever group is best positioned for taking the proven intervention to scale. Teams can reflect a global, regional, country, district and/or community level combination.
- 6. Does everyone on the proposed team have to work for CARE?** Yes, but this is for direct team members proposed on the application only; external partnerships are of course expected to

have been a core part of the proven impact achieved. Partnerships are also expected to be a core part of taking the intervention to scale. External stakeholders just cannot at this time be listed as core proposed team members.

7. **Can we talk to a real person for support with the applications and design?** While we recognize that informal conversations and consultations will take place, ensuring equitable access and support is a top priority for this challenge. Therefore, the main source of support will be the following:

- Detailed information at <http://www.care.org/care-impact-challenge>.
- Send any questions or comments to: [iimpactevent@care.org](mailto:iimpactevent@care.org)
- A series of global support calls/Webex will be provided during the application process. A schedule of those calls/Webex will be provided at the Impact Event webpage, after the application launch.

Throughout the application period there will be a rotating team of CARE staff monitoring and responding to the e-communication and also participating in and fielding questions through the global calls. These forums are also the best way to provide input and feedback regarding how to improve future Impact Challenges.

#### 8. **What is the CARE Impact Accelerator?**

The CARE Impact Accelerator is a new program at CARE that seeks to tackle the world's biggest problems at scale by arming CARE's development practitioners with the skills, mentorship, resources and connections they need to do so. Through the CARE Impact Challenge application, the Impact Accelerator will search within CARE International to identify ideas that hold promise at tackling the world's biggest problems and multiplying CARE's impact.

The Impact Accelerator program will start with an assessment of the specific needs of the team and the next steps required for the innovation to achieve impact at scale. This will allow the accelerator staff to tailor the accelerator program to meet the innovation team's needs.

In 2016, finalists of the CARE Impact Challenge application process will participate remotely in the Impact Accelerator program from April – September 2016.

Over the course of the program, each team will build new skills through an online curriculum of 4-6 labs. Each lab will be a blend of online classes and assigned exercises and outputs. Teams will go through 4 "core" labs, which include: Human-Centered Design, Designing for Scale, Business Model Generation and Pitching. These labs will support teams to create their pitch and their business model, which will then be judged at the Impact Event.

After the Impact Event, finalists will continue to be supported to pursue "elective labs", based on their priorities. These might include policy and advocacy, marketing and branding, fundraising or other needs.



# CARE Impact Accelerator + Impact Event

CARE aims to change the lives of 150 million people by 2020.



**HOW?** We need good ideas; delivered at scale.



## We have the ideas!

- **Community Score Card (CSC)** – empowering women and service providers to overcome obstacles; improving services and lives
- **Village Savings and Loans Associations (VLSA)** – economically empowering millions
- **Many, many more** – last time CARE USA asked Country Offices to share their innovations we got more than 100!



## Where are they?

- It took 10 years and the Maternal Health Alliance Project breathing new life in the Community Score Card for it to take off.
- It took 17 years for VLSA to go from idea to widespread impact.
- How many more **under-valued assets** are out there?

## We need to change this story.

We **know** the innovations are out there. We **know** they can transform people's lives. We need to identify them and take them to scale. We need to **accelerate their widespread use**.

**How have other fields tackled this problem?** The private sector has innovation acceleration down to a science. Using a well-tested acceleration formula since 2005, Y-Combinator, a California based accelerator, has supported 700 start-ups valued at over \$30B. They have given rise to Dropbox, which has changed the way we work, and Airbnb, which has changed the way we travel. **IF CARE adopts this acceleration science we could change our story and the world.**

## So...let's get our ideas out there!

Let's launch a **CARE Impact Accelerator**.

## How will CARE's Impact Accelerator work?

We will tackle the world's biggest problems at scale by arming development practitioners with the skills, mentorship, resources and connections they need to do so.

## Accelerator Program







## Accelerator Components

### Identification and selection of ideas/participants:

We will search internally for ideas that hold promise at tackling the world's biggest problems. From the pool of ideas, an advisory panel will select those that hold the most promise. Continuing to serve the Maternal Health Alliance Project's vision (the origin for the accelerator concept and program), several of the ideas will be focused on advancing sexual, reproductive and maternal health. We will select teams of 2-4 people to shepherd the innovation through the accelerator.

### Assessment:

The program will start with an assessment of the specific needs of the team and the next steps required for the innovation to achieve impact at scale. This will allow the accelerator staff to tailor the accelerator program to meet the innovation team's needs.

### Labs:

Over the course of the program, each team will build new skills through an online curriculum of 4-6 labs. Each lab will be a blend of online classes and assigned exercises and outputs. Teams will go through 4 "core" labs, which include:

Human-Centered Design, Designing for Scale, Business Model Generation and Pitching. These labs will support teams to create their pitch and their business model, which will then be judged at the Impact Event.

After completion of the core labs, teams will prioritize 1-2 additional "elective" labs. These might include marketing and branding, policy and advocacy, fundraising or introduction to impact investing.

### Boot Camp & Impact Event

After completion of the core labs, teams will travel to Atlanta to participate in the accelerator boot camp. At boot camp, teams will present their work to peers and coaches, receive feedback and further refine their pitch and business models. Teams will meet with mentors and accelerator staff and revisit their needs and plan their next steps.

After boot camp, teams will participate in an exciting, three day event where they will present their pitch and business model. A panel of expert judges will select three winners who will receive \$150,000 each. The accelerator will support the winners to utilize the award for outputs related to elective labs.

### Mentorship:

Each team will have regular sessions with mentors to tackle their biggest scaling obstacles. Mentors will be volunteers identified through CARE's network or our partner, Unreasonable Institute.

### Outputs:

Through the labs and over the course of the program, each team will develop outputs that put them closer to their goal of achieving impact at scale. Based on the needs and priorities of the innovation team, outputs might include a refined model and strategy for scale, a business plan, marketing materials, a fundraising strategy or an advocacy strategy.

### Graduation:

After a year, each team will "graduate" and submit their outputs and their plans for continued acceleration. Each team's graduation goals will differ. Social enterprises may seek investors; some innovations may plan to scale through other development actors or government.

### Partners:

CARE will partner with the Unreasonable Institute, a well-established social enterprise accelerator program that has a proven track record. CARE will work with Unreasonable on the co-creation of lab curriculum, co-facilitation of the labs and boot camp, recruitment of mentors, and refinement of the program. We are currently working on other exciting partnerships facilitated by the accelerator to bring outside expertise and support to CARE and our innovations.