

Argidius-ANDE Talent Challenge: Frequently Asked Questions

Q1. We are serving companies and entrepreneurs in emerging markets would we qualify or are you only considering folks FROM emerging markets? We are based in the United States

Yes, we are primarily interested in seeing that the program is focused on serving SGBs in the specified emerging market countries and are interested in seeing that your organization has experience working in the target countries. It does not matter where the organization is headquartered.

Q2. Are companies themselves eligible if they are focusing on capacity building and HR or does it have to be a service provider?

Companies, and SGBs themselves are eligible, however the goal of this challenge is to develop scalable solutions to the human capital challenge for the SGB sector, rather than one SGB, in particular. Therefore proposals of this nature should make explicit how they intend to share and disseminate learnings and best practices.

Q3. Is there a preference in having multiple partners presenting the proposal or is there no difference between that and a proposal from just one organization?

No, there is no inherent preference for having multiple partners on the proposal. We are looking for the best proposals possible. Collaborations are encouraged where practical and where leveraging a diverse set of core competencies and/or geographic expertise will strengthen the ultimate impact of the proposed project. However where a single organization's core competencies fully meet the proposed scope of the project, no collaborations would be required.

Q4. Is there any preference for a solution that spans multiple countries or even continents, versus a proposal for just one country?

No there is no inherent preference for solutions that span multiple countries or continents. Ultimately we are looking for projects that will have impact, and depth of impact should not be sacrificed for breadth.

Q5. Do implementing organizations have to have been operating for a minimum number of years?

There is no specific number of years we are looking for, however we are looking to see that organizations have a successful track record of operating in one or more of the target countries and has the capacity to successfully implement the proposed project.

Q6. We want to engage community workers as vendors, educators and service providers in improving health outcomes in Latin America. This initiative develops and empowers talent among low income communities. Would such a project be eligible?

For this initiative, we are exclusively interested programs that seek to address the talent challenge faced by small and growing businesses. ANDE defines small and growing businesses (SGBs) as commercially viable businesses with 5-250 employees that have a significant potential for growth and whose managers desire to grow them. Typically, SGBs seek growth capital from \$20,000 - \$2 million. If the community health organizations you work to support fit this definition then your program may be

eligible. However if the community health organizations are non-profit in nature, or are not growth oriented, then your program would not be eligible.

Q7 Are pilot projects that seek to measure the impact of learning and development programs eligible?

We are primarily interested in projects that directly address the human capital constraints faced by small and growing businesses. While all proposals should have robust impact measurement plans, we at this point, are not interested in funding an evaluation of talent projects per se.

Q8 Is a coaching program "innovative" in your definition?

We are primarily concerned with finding programs that will be impactful regardless of how "innovative" they are. There is nothing inherent about a coaching program that would make it ineligible.

Q9 Is there a preference for proposals in which the focus is on creating and retaining local talent within emerging market communities, as opposed to solutions that focus on non-local talent.

We are seeking projects that will create sustainable solutions to the talent challenge faced by SGBs in emerging markets. We believe that local talent is essential to any sustainable solutions and the selection committee may view proposals that focus on local talent as more competitive. However ultimately our objective is to support the talent needs of emerging market SGBs and if your proposal can credibly show why a focus on non-local talent is needed, then the proposal would certainly be eligible.

Q10 We currently manage a capacity development mentorship program for Venture Capital / Private Equity (VC/PE) fund managers in the emerging markets that invest in SMEs to scale. We would like to enhance this offering and scale the program. So the focus is supporting this critical intermediary (VC/PE fund manager) that feeds the entrepreneurship ecosystem. Will we meet the criteria of the challenge?

We are primarily interested in projects that aim to support the SGBs themselves, rather than SGB intermediaries such as fund managers. Proposals that directly target SGBs will likely be seen as more competitive by the selection committee. However, if you can effectively argue that building the talent of intermediary organizations is the best way to support SGBs, then your proposal would still be eligible.

Q11 We're a South African organization that would like to expand into Kenya. Our platform is already live in South African and we don't yet have a presence in Kenya. Would a proposal that seeks to expand our platform to Kenya be eligible?

Yes, we are open to proposals that seek to transfer solutions from one geography to another. However the selection committee will view proposal that demonstrate a clear organizational capacity to implement the project in the new geography as more competitive. This can be demonstrated either through prior experience or by identifying local partner organizations.

Q12 is there a specific format for the proposal?

Yes, there is a specific format that we would like all proposals to follow. Please see the RFP for more details.

Q13 Is an organization eligible for the award if it is a non-profit with a fee-for-service arm, providing services both to for-profit and non-profit SGBs?

Yes, in general, we are not concerned with the legal status of the implementing organization. Non-profit, for-profit and hybrid organizations are all eligible. We are similarly agnostic toward the legal status of the SGB, non-profit, for-profit and hybrid SGBs are all eligible as long as they utilize an earned revenue model and are growth oriented.

Q14 How should we understand the "200,000 Euro in 3 years", does it mean 60,000 Euro per year? Or can money be disbursed in uneven batches?

There is no specific requirement for project budgets to allocate expenses evenly across the project term.

Q15 what level detail is required on the "how" of our proposed solution? (What details on the methodologies etc.?)

Proposals should not assume that the selection committee has any prior knowledge of your organization or your organization's work. Therefore proposals should include as much detail as is necessary to effectively communicate how your proposed solutions will address the talent challenges faced by SGBs in emerging markets. Please note however that there are page limits for each section of the proposal and we strongly encourage all applicants to adhere to these page limits.

Q16 How much evidence should be provided about the existing pilot program that we are seeking to scale and at what part of the application do we describe that?

Proposals should at minimum provided enough evidence to demonstrate your organization's capacity to conduct the proposed activities in the proposed geographies. However the ideal level of detail will vary depending on the depth of your pilot program, and how heavily your proposed program draws upon the pilot. This information should be provided as appropriate throughout the application, but a bulk of the detail will likely fall within the "narrative description."