



WATER and
ENERGY
for **FOOD**

**WATER AND ENERGY FOR FOOD: A GRAND
CHALLENGE
FOR DEVELOPMENT**

**Call for Innovations – Middle East and Northern
Africa (MENA) region**

**Primary Point of Contact:
WE4F MENA Regional Innovation Hub Manager
we4f@berytech.org**



Ministry of Foreign Affairs



USAID
FROM THE AMERICAN PEOPLE

Date Issued: November 03, 2020

Call for Innovations Clarification Questions Due Date and Time: November 16, 2020 5:00 PM CET

Closing Date and Time: December 15, 2020 5:00PM CET

Subject: Call for Innovations for Water and Energy for Food: A Grand Challenge for Development Competition

Dear Prospective Applicants:

The United States Agency for International Development (USAID), Sweden through the Swedish International Development Cooperation Agency (Sida), The Federal Ministry of Economic Cooperation and Development (BMZ), and the Ministry of Foreign Affairs of the Netherlands invite eligible organizations to respond to **Water and Energy for Food: A Grand Challenge for Development (WE4F) Call for Innovations**.

This Call for Innovations is designed to address barriers to enable the production of more food with efficient and sustainable usage of water and energy along the value chain from farming to end-user, to impact food security, gender and poverty reduction in an environmentally sustainable way. The Call for Innovations describes the purpose of the program and the types of activities that it will fund; indicates the process for preparing and submitting concept note and proposal; and outlines criteria for their evaluation. Through this competition, **Water and Energy for Food** anticipates disbursing **\$4.5 million USD** in award funding (TA and Grants) for MENA.

Individual awards are expected to be between \$25,000 USD and \$300,000 USD depending on the type of funding requested. The period of performance for individual awards is up to three years; the actual period of performance for each award will be determined at the time of award. The WE4F Middle East and North Africa Regional Innovation Hub (MENA RIH) will make every attempt to distribute funding to awardees as quickly as possible, but awardees should expect to begin activities immediately after the award is signed, even if funding is delayed by one to two months. The time to disperse funds will be tied to milestones to be agreed upon with awardees.

Awards made through this Call for Innovations may be in the form of grants or other instruments as appropriate, depending on the nature of the submitting organization and at the discretion of the WE4F MENA RIH (and its partners). This Call for Innovations, can be downloaded from www.we4f.org

DUE DATE: Concept Notes shall be received **no sooner than November 03, 2020** and **no later than December 15, 2020 at 5:00 PM CET** via the Online Application Platform accessed at: <http://we4f.org/apply-mena>

Applicants should retain a copy of their proposals and accompanying uploaded documents for their records.

QUESTIONS: Prospective Applicants who have questions concerning the contents of this Call for Innovations shall submit them in writing no later than **November 16, 2020 at 5:00 pm CET** through email we4f@berytech.org.

Issuance of this Call for Innovations does not constitute an award commitment on the part of WE4F, or any of its funding Partners, to pay for costs incurred in the preparation and submission of proposals. Further, the WE4F MENA RIH reserves the right to reject any or all proposals received.

Sincerely,

/s/

Ramy Boujawdeh
WE4F MENA RIH Manager
we4f@berytech.org

Executive Summary

This document provides details on the application process of the Water, Energy for Food Challenge Fund.

What is the MENA Regional Innovation Hub for WE4F? Water & Energy for Food (WE4F): A Grand Challenge for Development is a joint international initiative of the German Federal Ministry for Economic Cooperation and Development (BMZ), the Foreign Ministry of the Netherlands, Sweden through the Swedish International Development Cooperation Agency (Sida), and the U.S. Agency for International Development (USAID).

The Middle East and North Africa (MENA) region is subject to many challenges including water scarcity, environmental degradation, unemployment, conflicts and increased migration. Tackling issues in the water-energy-food nexus is imperative to achieve political and social stability, gender equality and inclusion, food security, and sustainable development.

Although the region's water-energy-food challenges are severe, they present an opportunity for local innovators to find solutions for the most pressing water and energy issues in food production and agriculture.

The MENA Regional Innovation Hub (MENA RIH) supports innovators that work in the region and produce more food while using less water and energy, to impact food security, gender and poverty reduction in an environmentally sustainable way. Together with investors and partners, the MENA RIH works to scale mid-to-later stage enterprises that have an environmental and social impact in the water-energy-food nexus.

Why join WE4F? Are you a MENA-based innovator with a proven solution tackling water and/or energy issues in urban or rural food production? The MENA RIH for WE4F is designed to support innovators in the region in growing their business by tackling the most common internal and external challenges. By tackling matters related to business growth, technical aspects, environmental and social impact, and access to finance together with our experts, innovators such as yourself will receive tailored and intense support to help you rapidly grow through

- developing your strategic growth plan
- redesigning your business model for growth and impact
- overcoming your cashflow problems
- strengthening your financial management foundations

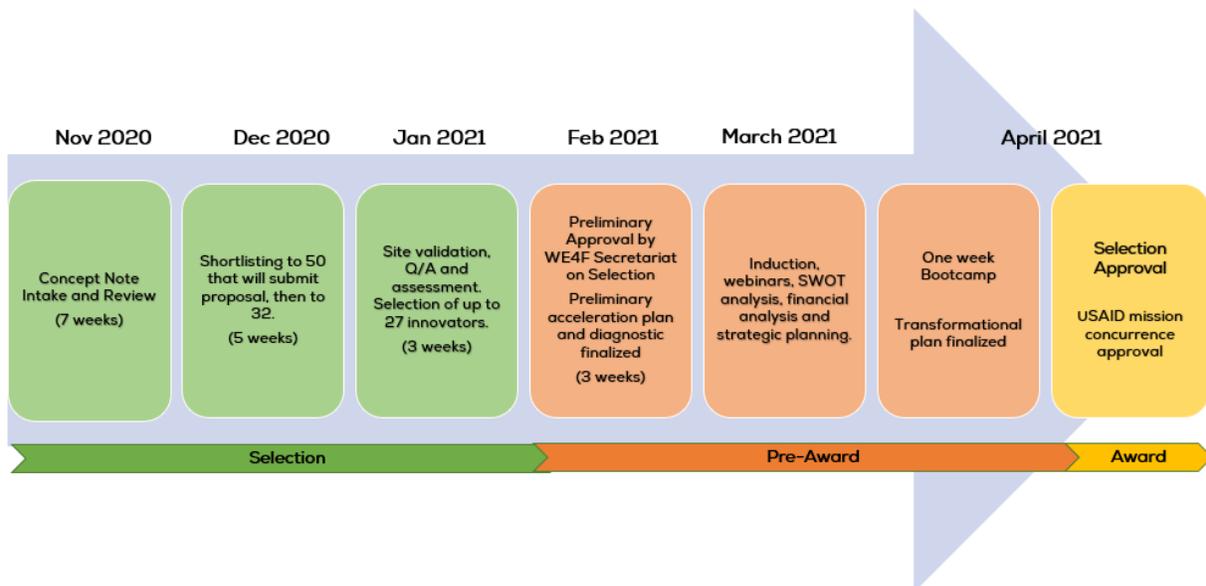
- optimizing your production processes and organizational structure
- receiving more than 20 other growth support services such as export readiness, technical, and impact aspects

The MENA RIH will also help you in

- building your network in your country of operation and across the MENA region
- becoming investment ready to access needed debt and/or equity funding
- developing partnerships with financial institutions for end user finance
- raising the right type of capital needed through the best mix of debt and equity
- receiving milestone-based cash grants (for about 50% of firms joining the MENA RIH; up to \$300k USD for outstanding innovators, which will be conditional on investments raised by the innovators and milestones met – this will be tied to the level of impact, performance, readiness)

Our Support Team The support is delivered by leading MENA-based organizations who have collectively helped over 300 firms raise over 250 Million USD, in the previous 5 year and achieving more than 400 Million USD of yearly revenues in 2019.

Application Process: Two-stage selection process



How the program works: after the applicant is successfully selected to join the hub, the following will be a rough timeline of how support and transformation takes place.

Diagnostic/Bootcamp (1 month)

Acceleration plan (growth plan) developed (1 month)

TA/workshops/cash grants/access to investments (over the following 12 months) based on agreed upon terms and conditions

Networking and access to finance continue as well as soft support till 2024

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Abbreviations and Acronyms

ADA	Americans with Disabilities Act
ADS	Automated Directives System
AIDAR	Agency for International Development Acquisition Regulations
AO	Agreement Officer
AOR	Agreement Officer Representative
APS	Annual Program Statement
BAA	Broad Agency Announcement
CCR	Central Contractor Registration
CFP	Call for Proposal
CFR	Code of Federal Regulation
CO	Contracting Officer
COR	Contracting Officer's Representative
DUNS	Data Universal Numbering System
DQA	Data Quality Assessment
EMMP	Environmental Mitigation and Monitoring Plan
EST	Eastern Standard Time
EPA	Environmental Protection Agency
FAR	Federal Acquisition Regulation
FSN	Foreign Service National
GCD	Grand Challenge for Development
IEE	Initial Environmental Examination
IFB	Invitation for Bids
IR	Intermediate Result
LOC	Letter of Credit
MEL	Monitoring, Evaluation and Learning
MB	Megabyte
M/OAA	USAID Washington's Office of Acquisition and Assistance
NICRA	Negotiated Indirect Cost Agreement
OFAC	Office of Foreign Assets Control
OMB	Office of Management and Budget
NGO	Nongovernmental Organization
PAEGC	Powering Agriculture: An Energy Grand Challenge for Development
PCA	Partner Contracted Audit
PD	Program Description
PDF	Portable Document Format
PMP	Performance Management Plan
RAB	Regional Advisory Body
RIH	MENA Regional Innovation Hub in Middle East and North Africa
R&D	Research and Development
RF	Results Framework
RFA	Request for Application
RFQ	Request for Quotes

SF Standard Form
WE4F Water Energy for Food: A Grand Challenge for Development
SWFF Security Water for Food: A Grand Challenge for Development
USAID U.S. Agency for International Development

Commonly Used Terms and Definitions

Within the context of this Call for Innovations, potential Applicants should be aware that these definitions apply to the following commonly used terms:

Accelerate to sustainable scale	The process of advancing an innovative SME and its product(s) from a small number of recurring clients to a large one targeting thousands of recurring clients. Across a country or across other countries in the MENA.
Apparently Successful Applicant(s)	The Applicant(s) for the WE4F MENA RIH funding recommended for an award after technical evaluation, but who has not yet been awarded a grant or other type of award. Apparently successful applicant status confers no right and constitutes no commitment to an award, which still must be obligated by WE4F.
Environmental, Social and Governance (ESG)	ESG means using Environmental, Social and Governance factors to evaluate the level of overall sustainability of companies, especially criteria related to gender integration, water management, natural resource management, climate resilience, and poverty reduction/BoP impact.
Award	A form of implementing mechanism through which the WE4F MENA RIH transfers funds to an implementing partner, generally selected through a competitive process resulting a grant or other agreement. Source: ADS
Business Model	The manner by which an enterprise creates, delivers and captures value profitably.
Sustainable Scale	A technology and associated business model which is financially, socially, environmentally sustainable to unlock growth in new and larger markets.
Food Security	When all people at all times have both physical and economic access to sufficient food to meet their dietary needs for a productive and healthy life.

Food Value Chain	The full range of participants and activities that produce and move agricultural goods from a farmer's field to the end consumer. Activities within the food value chain include: input production or supply (i.e. seed, fertilizer, feed, etc.), irrigation, production (i.e. planting crops, raising livestock), storage, transport, processing (i.e. sorting, drying, grinding, packaging), wholesaling, marketing, retailing, and waste management, it also includes financial and none financial services as well as process optimization
Innovation	The development and application of unconventional, new (and/or modification of existing) technologies, tools, products, services or processes.
Intervention	Awardees' planned activities intended to increase the amount of water available for the food value chain, or produce more food using less water, consume less energy, use renewable energy and production optimization tools to produce more food or reduce the waste of food, or the an intervention that covers both energy and water intervention and other solutions that could improve access to financing to integrate and scale such tools in developing countries.
Market Driven	Market driven means investment, production and distribution are determined by supply and demand and reflected in freely set prices.
Online Application Platform	The online application platform defines the website that all Applicants will use to submit an application to the Water and Energy for Food solicitation (http://we4f.org/apply-mena)
Peer or Scientific Review	Peer review is a process of evaluation involving qualified individuals from the relevant field.
Call for Innovations	A general announcement of an WE4F's research interest including criteria for selecting proposals and soliciting the participation of all offerors capable of satisfying the WE4F's needs.
Scaling	Expanding, adapting, and sustaining successful technology or process solutions at the product level or above, in different places

	and over time, to reach a greater number of people in a financially, socially, and environmentally sustainable manner.
Target Area of Operation	The target area of operation defines the primary geographic location and/or market for project implementation and impact.
Water-energy-food nexus	In short referred to as the "Nexus". The term refers to the interlinkages between water, energy and food, and reflects that typically a change in one impacts the other.

SECTION I. PROGRAM DESCRIPTION

1. Introduction and Background

1.A Addressing Global Trends and Challenges

Water, energy and food are essential for human well-being, poverty reduction and sustainable development. Global projections indicate that the demand for freshwater, energy and food will increase significantly over the next decades under the pressure of population growth and mobility, economic development, international trade, urbanization, diversifying diets, cultural and technological changes and climate change.¹

Agriculture accounts for 70% of total global freshwater withdrawals, making it the largest user of water. Water is used for agricultural production, forestry and fishery, along the entire agri-food supply chain, and it is used to produce or transport energy in different forms. At the same time, the food production and supply chain consume about 30 percent of total energy consumed globally. However, the agricultural sector faces challenges in accessing renewable energy in low-income countries as significant barriers – that hinder the integration of renewable energy technology in agricultural development – exist. Likewise, renewable energy enterprises seeking to serve these farmers face a number of barriers such as limited access to debt, a remote client base or a lack of demand due to missing awareness. These issues create an unproductive cycle, in which suppliers and buyers are not connected, and farmers and agribusinesses are unable to leverage more cost-effective renewable energy technologies.

The above described situation is expected to be exacerbated in the near future as 60% more food will need to be produced in order to feed the world population in 2050. Global energy consumption is projected to grow by up to 50% by 2035. Total global water withdrawals for irrigation are projected to increase by 10% by 2050. As demand grows, there is increasing competition for resources between water, energy, agriculture, fisheries, livestock, forestry, mining, transport and other sectors with unpredictable impacts for livelihoods of smallholders, women and youth working in the agricultural sector and the environment as a whole. Furthermore, these trends will also influence development in general. A largely unproductive agricultural sector with low prospects to increase living standards will increase unemployment rates and the number of working poor – particularly among the youth in these regions. Thus, the creation of jobs, or improvement of

those that exist, both within the agricultural sector but also jobs related to non-agricultural activities, can make a crucial contribution towards poverty reduction, food security and sustainable rural and urban development. Targeting women in the agricultural sector both as producers and consumers in this regard is of particular importance since, they constitute nearly half of the agricultural workforce and up to 70% in many parts of the world. If women had the same access to resources as their male counterparts, they could increase yields by 20% to 30% and, in the process, feed up to 150 million more people.

1.B Learning from the Past

To address the above described trends and challenges even “traditional” development cooperation has to generate new modalities and solutions. As a result, two global Grand Challenge programs were launched in 2012: Powering Agriculture: An Energy Grand Challenge for Development (PAEGC) and Securing Water for Food (SWFF). These were both managed by USAID and supported by the Swedish government through Sida, the German government through GIZ, the Dutch government and the South African government, Duke Energy Cooperation, and the Overseas Private Investment Cooperation (OPIC). They focused on science and technology innovations aiming to improve energy and water efficiency in the agricultural sector in an environmentally sustainable way, while at the same time enhancing food production and increasing employment and income opportunities for women and men living in poverty (see chapter 2.2.4).

Key Lessons Learned

Based upon these rich experiences from the past, USAID, Sida, GIZ, and the Dutch government have identified the following key lessons learned, which have been taken up in the design of WE4F (see chapter 3 and following).

- Milestone-based funding, paired with acceleration support services, delivers greater program and individual innovator impact than financial means for development alone.
- Sequenced and incremental acceleration support where innovators experience meaningful short-term results can build momentum for success and help innovators meet milestones at an accelerated pace.
- Practical and actionable gender recommendations can facilitate gender-inclusive programming that lays the foundation for strategies that promote the participation of more women.

- Environmental reviews and mitigation strategies can ensure that innovations are implemented sustainably and do not negatively affect natural resources, biodiversity or the climate.
- Local context matters; successful scaling-up requires all of the following: having a long-established local presence, understanding the local enabling environment, and receiving technical assistance that includes the understanding of the local context.
- Key challenges to reaching sustainable scale and ensuring longer-term systemic change and sustainable impact is to connect innovators to private and other capital and to promote an enabling environment for private sector entrepreneurship and innovation in the countries and regions of implementation.
- Innovator success requires multi-stakeholder collaboration, as well as the flexibility to pivot and recalibrate based on lessons learned from measurement and monitoring data.
- In order to sustainably scale, every innovator must be able to define their customer segments and relationships and validate their assumptions on the value they deliver to their customer, their distribution channels, their cost structure and revenue streams.
- Cost sharing basis (gradual) investment model, particular in combination with food production model, are very cost effective to secure value for money and sustainability.

1.C WE4F Program Rationale and Objectives

WE4F hopes to expand the scale of innovations that impact the sectors food and water, food and energy or all three sectors of the nexus (food, water, energy) to increase the sustainability of agricultural food value chains, improving energy and water efficiency as well as to improve climate resilient agriculture and sustainable management of natural resources and biodiversity in developing countries and emerging markets, with a particular focus on the poor and women.

To achieve this goal, the effort must include partners from the private sector, NGOs, other research institutions, and other donors who share the common goal of increasing food production through sustainable water and energy usage. A key consideration of this effort is to ensure that feedback loops are created that integrate local conditions and new knowledge into both national and international policy and decision-making as well as to integrate capacity development, knowledge management and financial and non-financial

instruments in a smart way to create an enabling environment in the partner countries

We are looking for innovators who can use WE4F funding as a catalyst to (for example) buy down the risk of entering new markets; attract partners who can help bring an innovation to sustainable scale; expand to wide-scale adoption of an innovation; and attract private capital. If you have a product or business model that you would pitch to an investor, we want you to apply to WE4F. If you have a great idea for a development project, WE4F is probably not the right vehicle for you.

Target Groups of the WE4F Grand Challenge

WE4F works with entrepreneurship and innovation through the following actors:

- For-profits and non-profits organizations as well as organizations in academia with a for-profit arm that are working with scalable sustainable innovations at the nexus of water-energy-food . These organizations can apply through the Calls for Innovation.
- Actors that are identified by the regional innovation hub and fit the criteria of WE4F and are crucial for the scaling of impacts
- Innovators with large potential for sustainable scaling that have previously received support and proved successful in the introduction phase from either Securing Water for Food or Powering Agriculture Grand Challenges (for a detailed description of the selection criteria see Terms of Reference of the regional innovation hubs).

Through our support for innovations, WE4F expects to target poor men and women, smallholder farmers and others working in all parts of the agriculture value chain.

2. Goal and Focus Areas

WE4F aims to:

- Increase food production along the value chain through a more sustainable and efficient usage of water and/or energy
- Increase income for base of the pyramid women and men in both rural and urban areas working in farming and/or consuming food products
- Sustainably scale innovators' solutions to meet the challenges in the WE4F nexus.
- Promote climate and environmental resilience and biodiversity through the sustainable, holistic management of natural resources and ecosystems

2.A: Thematic areas in which innovation is needed

The WE4F Founding Partners have identified priority thematic areas in which innovation is urgently needed as mentioned below. Innovations supported by *Water and Energy for Food* COULD INCLUDE BUT ARE **NOT** LIMITED TO the themes mentioned below

- THEME 1: Innovations in food production to reduce water usage
- THEME 2: Efficient use of water resources for food production
- THEME 3: Sustainable use of energy and water on farm
- THEME 4: Energy innovations for food processing & logistics
- THEME 5: Food production with efficient energy use
- THEME 6: Leveraging food/agriculture waste for energy

2.B: Cross-cutting Critical Barriers

While a broad range of complex factors contribute to water scarcity and energy access in the food value chain, *Water and Energy for Food* looks to overcome the barriers that inhibit the creation, dissemination, and adoption of science and technology innovations in the focus areas listed above. These include, but are NOT limited to:

1. The lack of cost-appropriate technologies for use in low-resource settings;
2. Insufficient user-centered design in technology development;
3. Poorly developed supply chains;
4. Lack of distribution networks;
5. High up-front investment costs;
6. Lack of confidence that developing and emerging countries have the market mechanisms necessary for growth;
7. Limited knowledge about local and global policy and regulatory environment that inhibits scaling of innovation
8. Absence of proper financing tools to adopt innovations;
9. Limited access to information that would enable entrepreneurs to make informed investment, management, and marketing decisions;
10. Insufficient information and training to farmers and other end users regarding how to use available technologies/innovations; and
11. Cultural norms/beliefs, access to/and control over assets, and patterns of power and decision-making that could prevent equal participation between men and women.
12. Institutional and organizational barriers faced by innovators as well as their customers/end-users

13. Insufficient planning for unintended environmental and social consequences
14. Limited end-user (and/or farmers) access to finance the integration of such solutions

Applicants will be expected to describe which barriers their innovation will address in their application.

3. First Call for Innovation

This is our first “call” under the *Water and Energy for Food* program, and we are seeking Concept Notes from eligible applicants. Through this call, we are seeking technological and business innovations that address the three focus areas described above. As stated in the cover letter, the Founding Partners anticipate making approximately \$4.5 Million USD available to support innovations under this regional call. We have purposefully designed this call with the understanding that the needs (financial and non-financial) of entrepreneurs and/or organizations vary greatly.

In this call, the applicants should adhere to the following:

- a) **Have a well-defined financial model and revenue traction.** In accordance with lessons learned from legacy grand challenge programs, WE4F is focused on mid-late stage enterprises/innovations which showcase a commercially proven revenue model and are on the cusp of unlocking exponential growth in terms of scale and scope.
- b) **Address the water-energy-food nexus challenges.** The innovation must address at least two dimensions of the water-energy-food nexus with food always being one of the two
- c) **Understand the local enabling environment for technology and business innovations.** Applicants must be able to articulate the social, environmental, institutional, legal, and regulatory challenges for sustainably scaling their innovation and describe how they will overcome those barriers and also embed their innovation to have the intended impact. Applicants must also provide market research that describes local market conditions.
- d) **Promote user-centered design, not technology for the sake of technology.** Thousands of water, agriculture, and energy technologies exist but are not available or utilized. In many cases, this is due to a lack of understanding of the needs of end users in developing or emerging countries. *Water and Energy for*

Food will emphasize the importance of the end-user in its criteria, milestones, and subsequent innovation reviews.

- e) **Build sustainability into the fabric of the program.** All innovations must be sustainable. This means that all innovations must not only have the financial means to remain viable after WE4F funding has ended, but also be able to successfully integrate into the existing social and institutional ecosystem in the countries of implementation and provide environmental benefit (or at worst do no harm).
- f) **Innovations supported by this program must demonstrate direct or strong indirect benefits for the poor.** Water and Energy for Food is a program that is focused on alleviating relative poverty through both economic growth and environmental sustainability. Through their project implementation, all WE4F innovations need to provide either direct benefits to those that are earning less than half their country's median income through the provision of resources in form of goods or services that directly benefit them, or should provide economic growth for instance through the creation of jobs and/or labor and/or through strengthening poor people's opportunities and choice, power and voice, and human security and as such can have positive indirect benefits on those earning less than half of their country's median income.
- g) **Show how their innovation benefits women.** Women and men use, access and control water, energy, land and ecosystem resources in different ways. When these differences are properly understood, targeted actions may be developed in order to decrease the pitfalls and enhance the potentials of the innovations. By including a gender perspective into business strategies and plans, the potential of an innovation to sustainably scale increases. Addressing gender issues may improve the efficiency in the implementation of the business plan, as well as it may improve the social and environmental benefits, or outcome, from the use of our water, energy, land and ecosystem resources. Successful innovations can break boundaries and catalyze transformative changes in people's lives. Investing in women is not only a moral and institutional imperative; it is also a profitable thing to do. Thus, WE4F is giving preference to women-focused innovations that highlight the roles, skills, and capacities of women. Therefore, innovations should contribute (directly or indirectly) to more equal gender relations, e.g. by addressing practical needs of women (e.g. positive impact on the workload of women) or strategic needs of women (e.g. increase their access and control over production means).

- h) **Have a local presence and develop market-driven¹ partnerships.** WE4F Innovations must be validated and disseminated through market-based models. All applicants must be registered and authorized by the national government in the country(ies) in which they propose to work or have at least one local partner that is registered to work in the country(ies) of implementation. We also encourage applicants to develop market-driven partnerships that can help bring the innovation to scale. If working with a local partner, the local organization should have a tangible stake in the innovation and its development rather than, for example, a local merchandiser who stocks the product.
- i) **Have strong financial systems and financial growth models/sustainability plans.** A lesson learned from development of innovation is that the WE4F MENA RIH and its partners are better resourced and prepared to assist organizations that already have sound financial plans. As a result, all applicants will be required to submit financial documentation as well as description of the organization's long-term financial sustainability plan to support the innovation.
- j) **Have a basic understanding of ESG issues and showcase strong commitment towards ESG integration into their business model.** Water and Energy for Food is a program that is focused on promoting the integration of ESG issues into innovator's business model and day to day operations as it presents a compelling business as well as development case for the innovators. Through their project implementation, the innovator must meet the minimum set of ESG related criteria required to enter the program, especially related to gender integration, sustainable natural resource management (including sustainable water management), environmental sustainability (including climate resilience and biodiversity), and poverty reduction. Apart from meeting the minimum prerequisites, the innovator must showcase commitment to further integrate ESG issues into their business and operational model. As a result, all applicants will be required to submit information and any such documentation that supports their application with respect to ESG integration.
- k) **Have a gender balanced team which can scale up innovation in a sustainable manner,** this can be reflected in the leaderships team (Upper Management, founders, or key team players) experience in the nexus or relevant sectors. The leadership team should also have complementary skills set and demonstrate

¹ The use of the term "market-driven" is not meant to exclude innovations from not-for-profit organizations; it simply means that innovations must be demand- and market-driven.

capacity to sustainably enable the firm/company to grow. WE4F will give preference to women-owned/women-led organizations and developing country entrepreneurs.

4. What Will Not Be Funded

Water and Energy for Food aims to source emerging, cutting-edge business and technology innovations at the water/energy/food nexus. The focus of the challenge is to support game-changing innovations with a focus on wide-scale adoption to impact hundreds of thousands to millions of smallholder farmers and other customers. Water and Energy for Food will not provide funding for traditional development programs and is not looking to evaluate proposals that present conventional approaches. Water and Energy for Food will not fund proposals that do not present a viable business model with sufficient backup documentation for the financial model.

Currently, the Founding Partners view the following activities as low priority and unlikely to receive program funding:

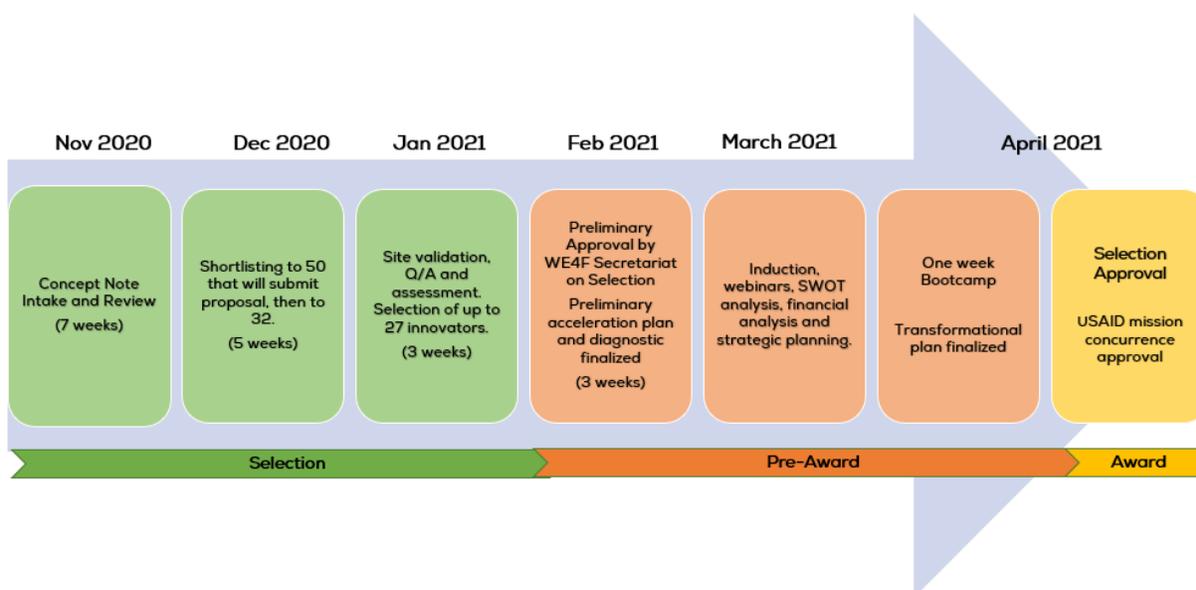
- a) Innovations that fail to clearly demonstrate how they can eventually ensure sustainable benefits in line with the development purpose of WE4F (e.g., enhanced value of the agricultural chain, promotion of food security, sustainable management of natural (including water) resources and ecosystems, increased broad-based economic growth in developing or emerging countries, and a focus on impacting women and the poor).
- b) Innovations that fail to clearly demonstrate their positive impact on the poor and women.
- c) Innovations that fail to demonstrate their positive impact on the environment (or at least that they cause NO negative effect to the environment (including natural resource management, water resource management, climate resilience, and biodiversity)).
- d) Innovations focused on research and development for a product without a clearly defined market or potential for commercialization or growth to a minimum of 100,000 customers/end-users within a five-year timeframe. Innovations without potential or intent for commercialization do not fit within the scope of this challenge.

- e) Technologies that have not reached a minimum customer base of 5,000 customers for a product/solution that costs less than \$100. If the business model is B2B, then combined end-users of all direct customers should be more than 5000.
- f) Technologies that have not reached a minimum customer base of 1000 customers for a product/solution that costs more than \$100. If the business model is B2B, then combined end-users of all direct customers should be more than 1000.
- g) Innovations that do not have operations in at least one of the countries mentioned in the Appendix-1
- h) Innovations focused on sustainable water supply and energy access without an explicit benefit to the food sector. This agriculture link must have been demonstrated through the organization's existing customer base.
- i) Innovations focused on agricultural products and services without a significant and sustainable water or energy component.
- j) Innovations using hazardous pesticides (see FAO/WHO International Code of Conduct) in their operations.
- k) Large dam projects for water capture and storage.
- l) Solar mini/micro/Pico grid projects that lack an explicit and inherent benefit to the food value chain
- m) Wastewater treatment projects that lack an explicit and inherent benefit to the food value chain.
- n) Large pipeline infrastructure projects.
- o) One-off water/energy technology installations or pilot projects to support proven technologies for proven applications.
- p) Established and large companies whose technologies are already used throughout the eligible countries.

5. WE4F Program Administration

5.A: Innovation Selection Process

We are inviting applicants to submit a Concept Note (See Section II.D for more details regarding the submission of Concept Notes). Following the Concept Note evaluation, we will invite approximately 50 applicants (semi-finalists) to submit a Full Proposal and answer a more rigorous set of questions (see “eligibility” and “evaluation criteria,” below). *Water and Energy for Food* will then convene a Regional Advisory Board (RAB), which is a standing panel of technical experts, business specialists (including investors), sustainable development/ESG experts including gender, poverty and environment and climate experts, and researchers with extensive experience in water-energy-food nexus innovations. The RIH and members of the RAB will then hold video teleconference interviews with up to the top 30 finalists. We expect to provide awardees with a mix of financial and non-financial support. The below graphic illustrates the initial *Water and Energy for Food* review and selection process. Dates are approximate.



5.B: Innovator Funding

Tranche Funding.

Water and Energy for Food cash grant awardees will be eligible for up to three tranches of funding under one award. All awardees will receive an initial tranche of

funding in Year 1. Initial funding will depend, in part, on the stage of innovation as shown below.

WE4F innovators together with WE4F will establish mutually agreed upon technical, financial, and sustainability/ESG benchmarks and milestones to assess progress in scaling up innovations and addressing the purpose of the program.

To receive further tranches of funding, the RAB and the WE4F MENA RIH will review technical, financial and sustainability/ESG benchmarks and assess market conditions to ensure that the innovation is still viable and has the potential to achieve wide-scale adoption. This will be a transparent process. In some cases, this market assessment may require an adjustment of benchmark targets.

Innovators who have been awarded the cash grant and who achieve mutually agreed-upon technical, financial and sustainability/ESG benchmarks (see Section I.3.D) will be eligible to receive future tranches of funding (the second tranche is likely to be received in year 2). All funding is subject to the availability of funds. The WE4F MENA RIH will make every attempt to distribute the first tranche to awardees as quickly as possible, but awardees should expect to begin activities immediately after the award is signed. release of funds will be tied upon agreeing on milestones to be tied to the release of fund. Funding should be released within 1-2 months latest after milestone is achieved. We expect only a limited number of awards to demonstrate sufficient success to be competitive for further funding.

Financial benchmarks (milestones) will include the ability to secure matching funds and/or specific market/demand metrics. A few illustrative examples are noted below:

- a) Total matching funds from public or private sector
- b) Expected total product sales.
- c) Expected profit margin by product.
- d) Dollar amount leveraged through WE4F global and regional partnerships.

Technical benchmarks may include specific technical metrics, such as the quantifiable benefit of the innovation (e.g. increased efficiency, reduced cost), distribution, and adoption, and a few illustrative examples are noted below:

- a) Agricultural and food production Water Consumption reductions (By volume/ by %) as a result of utilization of the innovation.
- b) Hectares of delta, estuarine, or agricultural land (fields, rangeland, arid land) in production as a result of WE4F innovation.
- c) Increased crop yields in rainfed lands, arid-land & dry-land cultivation.
- d) Mass of food produced and/or processed as a result of WE4F innovation
- e) Amount of energy saved in the food value chain as a result of the use of WE4F innovation
- f) Amount of green house gases emissions reduced
- g) Number and nature of partnerships (including THE WE4F MENA RIH missions) leveraged to improve the availability, distribution, and utilization of the innovation
- h) Agreed upon internal changes in business model and/or operations are achieved.
- i) New geographical areas served by innovation, sectors, and customer segments
- j) End user finance leveraged

In addition, the program is also monitoring Sustainability/ESG benchmarks which may include metrics that showcase progress on the level ESG integration in innovator's business such as income increase for poor and extremely poor farmers, contribution to environmental sustainability (including climate resilience, biodiversity, water management and other natural resource management practices) progress on gender mainstreaming throughout business model:

- a) Number of smallholder farmers and other end-users that experience an increase in income
- b) Number of smallholder farmers and other end-users using energy or water-efficient WE4F innovations in their activity
- c) New jobs created for both men and women

All awardees who receive a cash grant (funds) are required to have matching funds (cash/cash equivalent) to satisfy the matching requirements. For example, the entity that is providing the external matching funds may provide cash or a cash equivalent to the awardee in return for equity, debt, an advance purchase order, a share of royalties, rights in the technology, a percentage of profit, or any other similar combination thereof. The external funds must pay for activities that further the growth, development, or commercialization of the innovator's technology (e.g., manufacturing, distribution, marketing).

For all awardees, the full match will be required prior to the release of additional tranches of funding. For example:

- An innovator who receives \$25,000 USD as an initial tranche will be required to provide 25% matching funds.
- At the start of Year 2 or the next milestone, if the innovator is eligible for an additional \$50,000 (illustrative) and must provide 50% matching funds

At the start of Year 3, the innovator is eligible for an additional \$100,000 (illustrative) and must provide 50% matching funds.

Matching (whether in-kind or cash/cash equivalent) is based on funding provided by WE4F, not the total project budget. For example, applicants who request \$20,000 (initially) for an innovation would need to provide a minimum of \$7,500 of in-kind contributions *or* matching funds, making the total project budget \$32,500. Future tranches of funding would require a 50% in-kind or matching funds. The in-kind contribution must be tangible, measurable, and accounted for.

Release of funds will be highly milestone based. The amount of cash grants (funds) to be received by each innovator, the amount of matching fund required, its time of deployment as well as the time of release of funds will be agreed upon with the innovators and will match innovator needs, capabilities, and status. This will ensure the best scenario is tailored for each innovator reflecting their needs and market conditions while the principles of transparency, milestone based, and matching are adhered to.

5.C: Acceleration Support

WE4F through its Regional Innovation Hub, operated by a consortium led by Berytech, and having partners as cewas, Chemonics Egypt and IWMI, provides commercial, acceleration, and enabling environment support to the game-changing innovators who

work at the nexus of water, energy, and agriculture. This hybrid incubator-accelerator helps innovators improve their market-driven business development, commercial growth, and scaling in a developing country context and with social and environmental impact purposes.

The WE4F RIH consults and works hand-in-hand with each WE4F innovator to identify their specific barriers to embedding their innovation in the local social and institutional context, hitting targets and scaling their technologies, and then connects them to high-impact service providers that bring the capabilities, global presence, and specific country knowledge to help them overcome those barriers.

The RIH works with partners along the food value chain to test and market innovations, and to provide needs-based and tailored services to help the innovators address one of the world's most pressing development challenges.

The level of acceleration support to awardees will depend on the needs and stage of the awardee. This support may include advisory services, technical, business and sustainability/ESG services, and partnership facilitation. Supply side interventions may include: improving the innovation, capacity building of the management team, redesigning product/solution, improving distribution models, gender advisory services according to identified needs, gaining operational efficiency, and facilitating access to capital to finance the growth strategy. Demand-side interventions may include improving market linkages, assisting with securing contracts, building partnerships, enabling penetration of new markets, support in attracting a growing customer base including BOP customers, and navigating through the policy and regulatory environment including environmental compliance. Internal capacity building interventions may include: Human resource including gender balance advisory, legal advisory, etc.

Awardees will work with the Regional Innovation Hub to create an acceleration work-plan that identifies relevant and specific services from the Acceleration Support program. These services should directly complement the innovator's ability to reach technical and financial milestones. The Acceleration Facilitator is a WE4F MENA RIH staff member with a background in market-driven sustainable development

While all acceleration support will be needs-based and tailored to the innovator, we anticipate that the third party/ies will offer three broad sub-programs, described below. Services under each of the sub-programs will, ideally, be provided by existing and proven accelerators, incubators, industry experts, and recognized business development service providers. If there are specific services that an innovator requires

that are outside of these sub-programs, we will do our utmost to provide these services within the limitation of funds.

The four sub-programs are envisioned to include:

- *Biz-Tech Development Services:* The Acceleration Facilitator may provide access to prequalified firms and consultants who can provide the services identified in the innovators' acceleration work-plan. These services may include access to technology and engineering, pricing, human resource management, marketing, IT, legal, procurement, supply chain, manufacturing, and distribution experts and business model innovation advisory services.
- *Investment Facilitation:* This will include:
 - 1) Investment-preparedness workshops. The Investment Facilitation unit of the WE4F MENA RIH may help prepare innovators to successfully attract external capital. Innovators may receive tailored transaction advisory services and participate in investment workshops with successful entrepreneurs, investors, other capital providers, and lawyers to help them analyze their growth strategy and determine capital requirements. In addition, the workshops will help innovators develop their pitches and prepare for questions from potential investors.
 - 2) Investors' circles. The Investment Facilitator may help bring together investors and select innovators for structured pitch presentations. Grant, debt and equity capital providers will be invited, depending on the needs of the innovators. Additionally, s/he may invite relevant corporations to catalyze product development, licensing agreements, mergers, acquisitions, etc., as appropriate.
 - 3) Deal brokering. The Investment Facilitator may integrate feedback from the investors' circles and/or individual investor meetings into the acceleration work plan and support the innovators to address identified challenges and prepare for future rounds of investment pitches. The Investment Facilitator may also track potential interest from the investors and support the innovators to respond and follow-up during the due diligence and negotiation process.
- *Enabling environment support:* The WE4F MENA RIH staff may facilitate market linkages and help build meaningful partnerships with local government, thinktanks, trade associations to scale the innovator's business. Where relevant,

the WE4F MENA RIH staff may help awardees secure contracts, penetrate multiple markets, and build and serve a growing customer base. Services will include:

- 1) Sales and market expansion: The Acceleration Facilitator may provide access to advisors and build capacity around sales and new market expansion.
 - 2) Partnership development: The WE4F MENA RIH's Enabling environment Specialist may work with awardees, members of the RAB, and prequalified firms and consultants to support the creation of partnerships with manufacturers, distributors and other B2B partners, donors, civil society organizations, local governments, trade associations etc. to facilitate uptake of the innovation and thereby growth of the business. The Enabling environment specialist of the WE4F MENA RIH may work with innovators to help them navigate through the policy and regulatory barriers in their regions of operation.
 - 3) International marketing. The WE4F MENA RIH may facilitate winning innovators' participation at international conferences (e.g. trade shows, technology fairs).
- *ESG integration:* This will include:
 - 1) BoP impact and poverty mainstreaming. The BoP Impact Specialist/Sustainable development advisor may work with the innovator to advise on ways to integrate poor and extremely poor farmers to benefit from their innovation. He/she will also work with the Investment Facilitator on making end-user financing accessible to the low-income customers/users of the innovation
 - 2) Gender integration: The WE4F MENA RIH's Gender Advisor will create a gender action plan for the innovator during the acceleration work planning stage and may consistently advice on ways to integrate women throughout their business model as customers/users/partners/employees/mentors and so on
 - 3) Environmental sustainability: The Environmental Specialist may advise innovators on avoiding negative contribution to the environment and suggesting measures/ways in which the innovator can create a positive impact on the environment. The Environment specialist may help the innovator to navigate the local/regional/global environmental policies and regulatory aspects.

5.D: Technical and Financial Benchmarks

Benchmarks will be jointly determined and agreed to by the awardee and the MENA RIH Manager and hub team, at the time of award. The RAB will be consulted during this process.

The number of benchmarks will be limited and manageable; we do not intend for *Water and Energy for Food* to be an overly burdensome program for awardees. We will have semi-annual reviews and only track benchmarks that best demonstrate the potential and growth of an innovation and its intended impact in bringing water and energy efficiency for food production in developing countries context. Financial benchmarks will include the ability to secure matching funds and specific market/demand metrics. Technical benchmarks may include specific technical metrics, such as the quantifiable benefit of the innovation (e.g. increased efficiency, reduced cost) and adoption. Sustainability/ESG benchmarks may also include the progress in integration of ESG principles in innovator's business model (e.g. increase in participation of women at various level, access to finance for poor and extremely poor, biodiversity conservation). During the semi-annual reviews, market conditions, and other factors that pose both opportunities and challenges for the innovation and innovator will also be assessed.

We hope that all innovators are able to achieve all technical, financial and sustainability/ESG milestones. However, some innovations will fail, even if benchmarks are adjusted. Therefore, if at any annual review an innovation is no longer meeting agreed upon technical, financial and sustainability/ESG benchmarks, *Water and Energy for Food* will not continue to fund it. Note that these latter innovators may remain alumni of the WE4F program, and as such will be included in the semi-annual networking events at their own expense, and can still be highlighted in WE4F communications. In addition, the program will reach out to alumni for monitoring and evaluation purposes.

6. Eligibility Requirements

See Section III

7. Evaluation Criteria

See Section V

[END OF SECTION I]

SECTION II – AWARD INFORMATION

As of the date of this Call for Innovations based on the Appropriations Act, the WE4F MENA RIH is prohibited from directly financing any assistance or reparations for the governments of Cuba, North Korea, Iran and Syria.

i. Award and Administration Information

- A. **Award:** Although there are multiple international government and private sector partners contributing financial and technical resources to *Water and Energy for Food*, all awards made through this competition will be made and administered by the WE4F MENA RIH. the WE4F MENA RIH may (i) reject any or all proposals, (ii) accept more than one proposal, and (iii) waive informalities and minor irregularities in proposals received.

Awards made through this Call for Innovations may be in the form of grants or other awards- depending on the nature of the submitting organization and the proposal. A the WE4F MENA RIH.

- B. **WE4F MENA RIH Management of Activities:** The WE4F MENA RIH Manager shall serve as the primary agreement contact between the WE4F MENA RIH and the recipient of the Award.
- C. **Award Administration:** Award administration will be determined at time of award based on the mechanism chosen by the WE4F MENA RIH.

ii. Funding Information

Funds may be provided in increments subject to availability of funds, successful implementation and continued relevance to the **WE4F MENA RIH**. The **WE4F MENA RIH**'s obligation to make awards is contingent upon the availability of sufficient appropriated and partner funds from which payment can be made and the receipt of proposals that the WE4F MENA RIH determines are acceptable for Award under this Call for Innovations.

iii. Period of Performance

The period of performance for new Awards for proposals submitted in response to this Call for Innovations is up to three years from date of Award.

iv. Award Budgets

The estimated ceiling for this first Call for Innovations is \$4.5 Million USD from Water and Energy for Food. Subject to the availability of funds, the individual Award(s) of a cash grants will range from \$25,000 to \$300,000. Each awardee will receive 1-3 technical assistance and other type of non-cash support. It is anticipated that 20-25 proposals will be funded.

[END SECTION II]

SECTION III – ELIGIBILITY CRITERIA

Applicants must meet the following minimum requirements to participate in the third call for *Water and Energy for Food*:

1. **Type** – *Water and Energy for Food* is open to the following types of organizations (e.g. for profit, not-for-profit with a financially sustainable business model).
2. **Size** – *Water and Energy for Food* is open to all relevant organizations / companies regardless of size. We encourage applications from small and medium enterprises (SMEs).
3. **Location** – See Appendix 1 for geographic restrictions.
4. **Language**– Applications responses must be written in English, French or Arabic.
5. **Matching funds** – Awardees must secure matching funds; see Section I.B.3.B for details.
6. **Local presence** – All applicants must use the funds to implement the innovation in a developing or emerging country (see Appendix I). In addition, applicants must either already have a presence in that country or must have a local partner (supporting documentation required).
7. **Impact** – Innovations must have a direct linkage between water/energy and the food value chain. In addition, innovations must directly or indirectly benefit the poor (income, products, opportunities). In addition, applications must contribute to gender equality, strive for a positive impact on the environment while avoiding negative environmental effects and local market distortions.

Applicants from nearly any category of organization or institution, are welcome to respond to this solicitation. Specific categories of organizations and institutions that are welcome to respond include, but are not limited to, for-profit and not-for-profit organizations, and regional organizations. *Water and Energy for Food* welcomes and encourages high quality applications, especially from women-owned/women-led enterprises and developing country entrepreneurs.

Note: Government entities and individuals are not eligible to apply for funding.

[END OF SECTION III]

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

This is the first regional Call for Innovations for MENA region under *Water and Energy for Food*.

Issuance of this Call for Innovations does not constitute an award or commitment on the part of the U.S. Government or any of the Partners, nor does it commit any of the Partners to pay for costs incurred in the preparation and submission of an application.

A. Points of Contact

Ramy Boujawdeh, WE4F MENA RIH Manager
Berytech
We4f@berytch.org

B. Eligible Country List

See Section V – Appendices, Appendix 1 for the most recent eligible country list.

C. Timetable

See Section I.B.3.A “Initial Innovation Selection Process”.

D. Content and Form of Proposal Submission

There will be two stages of proposal submission: Concept Note and Full Application. Applicants whose proposals are ranked among the top 50-60 during the Concept Note Stage will be required to submit supplemental documents and answers in a Full Application as outlined in Section IV.D.2 below.

1. Stage One: Initial Proposal Package – Concept Note

All Applicants must submit the following documents by the closing date of this Call for Innovations using the online platform. A complete concept note application consists of the following sections:

A) Basic Applicant Information

1. Name and full address of Applicant including country(ies) where Applicant is incorporated or registered and where it has operational branches

2. Type of organization/firm (e.g., for-profit (type of company as well, e.g. LLC), non profit, academic institution, etc. – if non profit, please indicate any for-profit arms or for-profit partners)
3. Point of Contact information (name, position title, phone number, fax number (if applies), e-mail address)
4. Size of organization (list the combined total)
 - a. Total current number of full-time employees (segregated by gender)
 - b. Number of men and women in founders
5. Describe your client segments and their numbers
 - a. Total number of direct customers
 - b. Total number of end-users [estimate] YTD 2020
 - c. Total number of direct customers 2019
 - d. Total number of end-users [estimate] 2019
 - e. In case of B2B please indicate roughly the indirect customers (these are end-users served by the businesses which you are serving (for example, if you supply industrial input to a food factory, how much client this factory has)
6. Technical Focus Area (Innovations in food production to reduce water usage; Efficient use of water resources for food production; Sustainable use of energy and water on farm; Energy innovations for food processing & logistics; Food production with efficient energy usage; Leveraging food waste for energy)
7. Firm financial performance
 - a. Yearly revenue in local currency for the past 5 years
 - b. Forecasted revenue in local currency by 2024
 - c. Total injected investment from other sources than the firm revenues since inception
8. If you are not established in the country where you plan to deploy your innovation –Do you have a local partner? If yes, how many years since the local partnership is in operation?
9. Concise EOI title

10. Country(ies) where the proposed activities will be implemented? Where do you have operational offices and/or operations?

B) Answers to Concept Note questions on the Online Platform

Please note that the responses of *Water and Energy for Food* funding recipients may be used for public communication after the Awards are made. WE4F reserves the right to make minor edits to the responses in order to enhance their readability for public communication.

2. Stage Two: Full Application Submissions

Following submission of the Concept Note, a select number of applicants, the Semi-Finalists, will be invited to submit a Full Proposal. The Full Proposal is meant to provide evaluators with in-depth information about the innovation. The questions are listed in **Appendix 2**. In some cases, THE WE4F MENA RIH may request for Applicants to elaborate on technical proposal submissions.

At this stage, applicants will also be required to submit a detailed budget. The budget portion of the proposals will be reviewed for cost realism and cost effectiveness. Please see **Appendix 3** for details regarding what this budget document must include.

E. Online Application Platform

Proposal Submissions must be loaded into the Online Platform found at: <http://we4f.org/apply-mena> Complete instructions regarding how to submit proposals are provided on the website. Questions can also be submitted via email to we4f@berytech.org.

Please note: Proposals submitted via facsimile or e-mail will not be accepted.

If the Applicant experiences any difficulty with submitting a proposal through the Online Application

Platform or experience any other difficulties in the application, the Applicant should send an e-mail to we4f@berytech.org . All proposals received by the submission deadline will be reviewed for responsiveness to the specifications outlined in this Call for Innovations Applicants must ensure that their applications are received by THE WE4F MENA RIH in their entirety. No additions or modifications to the applications will be

accepted after submission deadline stated in this Call for Innovations. THE WE4F MENA RIH bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic submissions.

F. Questions and Answers

Questions regarding this Call for Innovations concerning the contents of this Call for Innovations shall be submitted in writing no later than **November 16, 2020 at 5:00 PM (Central European time - CET)** to the online application platform at <http://we4f.org/apply-mena> in order to provide sufficient time to address the questions and incorporate the questions and answers as an amendment to this solicitation (if necessary). Verbal explanations or instructions given before the issuance of an Award will not be binding. Any information given to a prospective Applicant concerning this Call for Innovations will be furnished promptly to all other prospective Applicants as an amendment to this Call for Innovations, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Applicant. All questions received by the deadline will be answered without attribution and will be reposted on the application website. One webinar will be conducted on Nov 19, 2020 to promote the call for applications and share an update based on Q&A received. Additional questions asked in the webinar will be captured and updated on the platform before the deadline above.

G. Non-Disclosure

Proprietary Information—Applicants that include data/information that they do not want disclosed to the public for any purpose or used by the USG (including other parties directly affiliated with the Innovation Selection Process for Water and Energy for Food) except for this solicitation’s evaluation purpose, should indicate so through the Online Application Platform, and mark as instructed the box that references the following text:

“This application includes data that shall not be disclosed outside WE4F (including other parties directly affiliated with the Innovation Selection Process for Water and Energy for Food) and shall not be duplicated, used, or disclosed – in whole or in part– for any purpose other than to evaluate this application. If, however, a grant is awarded to this Applicant as a result of – or in connection with – the submission of this data, WE4F shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the WE4F’s right to use information contained in this data if it is obtained from another source without restriction.” The data subject to this restriction are contained in

“sheets” and, mark each sheet of data it wished to restrict with the following legend:

“Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application.”

Applicants should retain for their records a copy of all information and documentation that they input/upload to the Online Application Platform. It is the Applicant’s responsibility to ensure that files are complete and transmitted by the deadline. The Applicant bears full responsibility for data errors or omissions.

I. Branding & Marking Requirements

- a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "WE4F Identity," which comprises of the WE4F logo, USAID, MFA-NL, BMZ, and Sweden logos.
- b. The request for a Marking Plan, by the WE4F MENA RIH from the applicant, confers no rights to the applicant and constitutes no WE4F MENA RIH commitment to an award.
- c. Failure to submit and negotiate a Marking Plan within the time frame specified by the WE4F will make the applicant ineligible for an award.
- d. The applicant must include all estimated costs associated with branding and marking WE4F programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the WE4F and will be incorporated into the Total Estimated Amount of the grant, or other award agreement.
- e. The Marking Plan must include all of the following:
 - (1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the WE4F and WE4F Founding Partner Identities as part of the award, including:
 - (i) Program, project, or activity sites funded by WE4F, including visible infrastructure projects or other sites physical in nature;

- (ii) Technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by WE4F;
- (iii) Commodities, equipment, supplies, and other materials funded by WE4F, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and
- (iv) It is acceptable to cobrand the title with the WE4F Identity and the applicant's identity.
- (v) Events financed by WE4F, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the WE4F Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge WE4F.

(2) A table on the program deliverables with the following details:

- (i) The program deliverables that the applicant plans to mark with the WE4F Identity;
- (ii) The type of marking and what materials the applicant will use to mark the program deliverables;
- (iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;
- (iv) What program deliverables the applicant does not plan to mark with the WE4F Identity, and
- (v) The rationale for not marking program deliverables.

(3) Any requests for an exemption from WE4F marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if WE4F marking requirements would:

- (i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the WE4F MENA RIH Strategic Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state

why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.

- (ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each deliverable must be seen as credible.
- (iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.
- (iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.
- (v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.
- (vi) Offend local cultural or social norms or be considered inappropriate. The applicant must identify the relevant norm and explain why marking would violate that norm or otherwise be inappropriate.
- (vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

f. The WE4F will consider the Marking Plan's adequacy and reasonableness in the award criteria, and will approve and disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

[END SECTION IV]

SECTION V. – APPLICATION REVIEW INFORMATION

A: Concept Note Stage

We are inviting all eligible applicants to submit a Concept Note, which includes responses to the questions below. In addition to responding to the following questions, applicants will be required to provide background information in the online platform and demonstrate that they meet the minimum eligibility criteria described in Section I.B.4 above and Section II.A later in the document. Concept Note responses to each question have a character minimum of 250 and a character maximum of 750.

Applicant:

Innovation Viability - 40% of Concept Note Score

1. Describe your innovation? and what is transformative or game changing about it? (5%)

Evaluation Criteria: Provide a compelling response describing how and why the innovation is game-changing and daring in premise.

2. Why do your customers think that there is an urgent need for your innovation? and What is your competitive edge (5%)

Evaluation Criteria: Provide a compelling response describing how and why the innovation is game-changing and daring in premise, urgent for consumers, and clearly differentiated from existing products/models on the market, please explain this in terms of financial impact on the client as well as in terms of savings in water, energy, increased productivity of food or agriculture produce.

3. What is/are the specific critical barrier(s) or problem(s) – related to WE4F – that your innovation addresses? (10.0%)

Evaluation Criteria: Clearly articulate the specific and critical barrier, and provide a compelling case that the innovation addresses critical barrier/s to WEF

4. Describe your expected end-users (either this is direct customer if you are B2C and final user of technology if you are B2B) (5.0%). How might end users need to modify their existing practices or behaviors to use your product or service? (5.0%)

Evaluation Criteria: Provide a clear and detailed description and explanation of the end-users and their motives and end-users do not need to dramatically modify their existing practices or behaviors to use the innovation. Responses should be tailored to the country(ies) of operation and demonstrate a clear understanding of the local operating environment, highlighting any previous end user input in innovation design.

5. Explain how end user feedback experience shaped your product and/or business model (5.0%). Is the innovation currently or it can be adapted to vulnerable populations such as women and the poor? (5.0%)

Evaluation Criteria: evidence of end user experience reflecting on tangible design aspect of the product or the business model. Innovation either serving vulnerable populations or can be adapted to serve such populations

Business/Financial Viability - 35% of Concept Note Score

- 1) What is the total addressable market in targeted countries for your innovation in MENA (all possible consumers who can buy your product, all possible products which you can sell) and the current market share for your innovation in the proposed markets (in local currency and number of clients in 2019 and projected in 2024 years)? What is the basis for your claim of targeted market share (reference)? (10%)

Evaluation Criteria: Claims are well justified. Addressable market size is considerable and potential market share translates to 10s or 100s of thousands of end users.

- 2) Kindly describe your current cash flow situation and if how long will it take for you to breakeven in the current situation? How much investments (finance) will you need if you were to scale your innovation to 100,000 end-users and beyond in the next 3-4 years)? What are your expected sources of funds and/or in-kind contributions to meet this target with WE4F support? (10%)

Evaluation Criteria: The applicant provides a clear description of the current financial situation, source(s) of funds (equity/debt/grants) and/or in-kind contributions and has a high level of detail, and describes any cash/cash equivalent (if applicable) as part of the matching requirement

(10%). Considerable possible savings. In case of B2C, your end user is your direct client, in case of B2B, the end user could be the final client (beneficiary) of the value chain.

- 3) How do you plan to use the investment needed for growth (give examples and as much details as possible)? (10.0%)**

Evaluation Criteria Clarity in use of funds. Addressing important aspects of growth (such as assets, growing the team, optimizing operation, only marketing for instance gets a zero)

- 4) Please describe the profile of your leadership team (2.5%) (give details on the background, experience, skills) Please provide details on your governance model (do you have a board, does the board meet regularly, is there a separation between managerial and operational duties) (2.5%)**

Evaluation Criteria Complete team in business, finance, technical aspects with relevant experience. Evidence of healthy governance elements.

Application and Sustainability/ESG - 25% of Concept Note Score

- 1) How does your innovation directly or indirectly benefit or can benefit vulnerable groups, including poor, and women? (5%)**

Evaluation criteria: describe clearly what type of social impact is intended, how your innovation may affect lives or livelihoods of various vulnerable groups including women and the poor, and ultimately contribute to (local) development

- 2) How do you ensure that your innovation is affordable and accessible to vulnerable groups, including the poor and women? Have you made any changes (or will do) in your product and/or standard business model to specifically serve the vulnerable groups? (5.0%)**

Evaluation criteria: clear actions to make innovation affordable and accessible to vulnerable groups including women and the poor.

- 3) Describe the potential positive and negative environmental impacts (especially related to natural resource management, including water, climate resilience, and biodiversity) of your innovation? (2.5%) Mention how you**

intend to (or already do) mitigate any current and future negative risks on the environment (2.5%) and your plan to scale the positive environmental impact of your innovation, if applicable

Evaluation criteria: Awareness of potential negative impact. Existence of practices or willingness to put practices in place which demonstrates an understanding of business possible negative impact of the environment and promotes a positive impact on the environment.

- 4) Who are your key stakeholders? (2.5%) What is your innovation's possible negative impact on communities around your areas of operation?_What measures can you take to ensure this impact is positive? (2.5%)**

Evaluation Criteria: Business is aware of impacts on communities and has in place or willing to put in place measures to ensure positive impact on communities in areas of operations. Business has a clear idea about its key stakeholders and has measures to collaborate with them and engage them properly.

- 5) Are there any current or expected gaps in the levels of participation between men and women as suppliers, and end-users (including age, ethnicity, disability, location, etc.)? (2.5%). What are you doing (or can do) to ensure equitable access to your innovation for men and women as employers, suppliers and end-users? (2.5%)**

Evaluation criteria: Clear describe how cultural norms/beliefs, access to/ and control over assets, and patterns of power and decision-making could be causing these gaps, and how your innovation will shrink those gaps. Business has on mind or currently doing clear internal practices to address impact on gender equality

Note: Concept note, and Full Proposal responses will be evaluated against the evaluation criteria, not against each other.

B: Full Proposal Stage

Following submission of the Concept Note, a **select** number of applicants (~50) will be invited to submit a Full Proposal. The Full Proposal is meant to provide evaluators with

in-depth information about the innovation. All questions asked at the Concept Note stage may be repeated in the Full Proposal stage. Applicant must also answer additional questions in the Full Proposal stage (**see Appendix 2**), and the Full Proposal will be reviewed by Gender, Environmental, and sustainable development Specialists on the RAB. Applicants will be also asked to provide a budget spreadsheet and budget narrative, and past performance references. the WE4F MENA RIH reserves the right to reject any file or materials that is infected or harmful to our system. In addition, if potential applicants submit material that is not requested, such material will not be reviewed or scored.

Full applications will be based upon specific questions tailored to each theme and each innovator in which discussions will be held. Questions will be divided into three categories: 1) Innovation Viability; 2) Application and Sustainability/ESG in Developing or Emerging Country(ies); and 3) Business/Financial Viability. See Appendix 2 for illustrative questions.

WE4F may choose to award upon the basis of initial applications without holding discussions with applicants, although the WE4F reserves the right to hold discussions at the sole discretion of the WE4F. Applicants are therefore advised that each initial application should contain the Applicant's best application.

C: Video Teleconference Interview Assessment Stage

Semi-finalists (who passes the initial screening; about 32) will be invited to participate in an interview with the WE4F RIH and members of the RAB. It will take place via videoconference and will serve as a presentation session to at least two members of the RAB. No more than 6 people can represent a company/organization. The interview will include a presentation session and question to the applicant and is expected to take one hour. The presentation should include an overview of the most salient aspects about the innovation from the company / organization, will give applicants an opportunity to address weaknesses identified by reviewers, and will be followed by a Q&A session that will enable the judges to validate responses to innovation/technical viability, application and sustainability/ESG in developing and emerging countries, and business/financial viability questions and assess the capacity of the management team. In addition, all Finalist applications will be reviewed to ensure it meets ESG requirements of the WE4F program.

D: Physical Visit to Innovator Business Location

In certain cases, and based on the recommendation of the first screening phase, site visits might be conducted to the innovators production facility or business location to observe operations. This visit will aim at clarifying and understanding missing aspect of the application. The innovator will be provided with reasonable time to prepare for the site visit and must give access to the Hub team to the site as well as facilitate it.

[END SECTION V]

SECTION VI. – AWARD AND ADMINISTRATION INFORMATION

Awards made through this Call for Innovations may be in the form of grants, and other award agreements, depending on the nature of the submitting organization and proposal. The WE4F MENA RIH will determine the appropriate Award instrument for the selections resulting from this solicitation. Prior to Award execution, the WE4F MENA RIH may solicit additional information necessary to execute the Award.

B. Intellectual Property

WE4F's goal is to facilitate the research and development that will lead to innovative, and potentially commercially viable, solutions. Understanding the sensitive nature of submitters' information, the WE4F MENA RIH will work with organizations to protect intellectual property.

Intellectual property provisions applicable to contract awards are subject to the provisions of the WE4F MENA RIH FAR Supplement (AIDAR) (available at <http://transition.usaid.gov/policy/ads/300/aidar.pdf>). When the awardee is a college, university, nonprofit organization or small business firm, FAR clause 52.227-11 and FAR clause 52.227-14 shall apply. When the awardee is a large business firm, FAR clause 52.227-14 will apply. The WE4F MENA RIH may include FAR Clause 52.227-16. Additional Date Requirements in the resulting contract if appropriate. the WE4F MENA RIH will utilize the following regulations for intellectual property (IP) issues arising from:

- 1) Patent development, including USAID-funded research, technology development, and technology transfer for commercialization or other distribution;
- 2) The creation and funding of copyrighted material and marks; and,
- 3) The handling of information that are trade secrets.

17 U.S.C. 101, 105

17 U.S.C. 301 - 305

22 CFR Part 226

35 U.S.C. 100-212

37 CFR Part 401, "Rights to Inventions Made by Nonprofit and Small Business Firms under

Government Grants, Contracts, and Corporate Agreements" (implementing the Bayh-Dole Act)

AIDAR Subchapter E – Part 727

a) **Title and Rights in Property**

During negotiations, Applicants should identify where title to all property types acquired for *Water and Energy for Food* activities is critical to their commercialization efforts. The WE4F MENA RIH will determine whether title to property will remain with Applicants for a specified period to be negotiated prior to award.

C. Reporting Requirements

Specific reporting requirements will be stipulated at the time of Award negotiation. Applicants should anticipate the following deliverables to demonstrate the project's progress and success:

- a) A detailed monitoring and evaluation plan, with expected timelines to completion
- b) Semi-Annual progress report detailing the technical and programmatic achievements
- c) A clear proof-of-principle demonstration described in the original proposal and documented as part of the final report, including detailed documentation of the technical work accomplished and success and lessons learned from the project.
- d) Dissemination of knowledge through publications in peer-reviewed literature, patent applications, etc.

In addition, awardees will likely be responsible for the following activities and documentation during the life of the program:

- a) Conducting ongoing assessment of progress and a final evaluation, and submitting periodic reports according to the requirements outlined in the Award;
- b) Briefing *Water and Energy for Food* Partners on project progress and outcomes;
- c) Cooperating with *Water and Energy for Food* Partners to facilitate rigorous program evaluations; and
- d) Maintaining communication with key *Water and Energy for Food* staff.
- e) Attending up to 2 WE4F-related activities/events per year.

[END SECTION IV]

Section V. Appendices

Appendix 1- Eligible Countries of Implementation

Algeria	Iraq	Morocco	Tunisia
Egypt	Lebanon	The Palestinian territories	Sudan
Jordan			Yemen

Appendix 2- Full Application Criteria (Stage 2 – Proposal Stage)

Following submission of the Concept Note, a ***select*** number of applicants will be invited to submit a Full Proposal. The Full Proposal is meant to provide evaluators with in-depth information about the innovation. Many questions asked at the Concept Note stage are repeated in the Full Proposal stage. Applicant must also answer additional questions in the Full Proposal stage. Applicants invited to submit a Full Proposal may update their responses from the Concept Note. Applicants will be also asked to provide a budget.

Questions are divided into three categories: 1) Innovation Viability; 2) Application and Sustainability/ESG in Developing or Emerging Country(ies); and 3) Business/Financial Viability. Below, we list likely questions; there may also be different and/or additional questions asked of applicants.

Business/Financial Viability - 40% of Full Application Score

- 1) Describe the demand for your innovation.
 - i. In what country(ies) is your product/service currently available?
 - ii. What is the existing market share for your innovation?
 - iii. In what country/region/market are you proposing to expand with *Water and Energy for Food* funding?
 - iv. How many customers/users do you expect to have by the year ending 2023? What assumptions went into your analysis? While we understand that this question is difficult to answer, please be as thoughtful as possible. (For example, please do not say “This innovation will have 5

million customers/users in 2-3 years because the country has a population of 100 million people and 2.5% will like our innovation and another 2.5% will benefit just because they are in the country.”) In case you are working on a B2B solution, please estimate the number of end users (final consumer) benefiting from the innovation. For instance, in case of selling solar dryers for a dried fruit producer, estimate the number of individuals purchasing the dried fruits.

- 2) Describe key elements and timeframe of your go-to-market strategy.
 - i. What are the key elements and timeframe of your go-to-market strategy (or expansion strategy) (these should include the: pricing plan; licensing plan; distribution strategy)? Please attach the completed template of a business model canvas indicating the current model, elements to be removed, and elements to be added.
 - ii. Where do you see the biggest risks or gaps? And how do you plan to mitigate them?

- 3) Describe the competitive landscape.
 - i. Who are the companies/organizations that you see as competition?
 - ii. What is your competitive advantage?
 - iii. Do you possess any intellectual property? If yes, Are you free of any legal proceedings with respect to the intellectual property?

- 4) Describe your financial model.
 - i. What is the unit cost of your product/service? For technology innovations, how much does it cost to produce, store, and sell one unit of this innovation? For business model innovations, what must be spent to offer this specific service including the number of times the service is offered, the salaries of those employed to deliver the service, and any materials used to deliver the service? **Provide back-up documentation in the form of 1 .pdf document of no more than 3 pages if you are able to do so).**
 - ii. What was your annual income in 2018 and 2019? Provide an income statement that at a minimum includes revenue, COGS, Gross Margin, Selling General &Administrative Expenses, Operating Earnings, and net income. **Provide back-up documentation in the form of 1 .pdf document of no more than 3 pages if you are able to do so).**
 - iii. What are your sources and uses of capital, including your own investment in the innovation? Please include financial statements (include income statement, profit and loss, balance sheet, and cash flow analysis) as

- supporting documentation. **Provide back-up documentation in the form of 1 .pdf document of no more than 3 pages if you are able to do so).**
- iv. How much are your customers currently willing to pay for your product? How do they pay (i.e. will they pay the full cost up front, or will they pay in installments)?
 - v. Is there any difference between the cost that customers are currently willing to pay and the cost that you are charging? How have you overcome the gap between the two in the past, and what is your plan for doing so in the next 1-2 years?
 - vi. Describe the sales and distribution model.
- 5) What are the qualifications and years of experience of your key operational executives and board members in terms of technical, operations and business expertise (focus on the following: track record; expertise; and networks)? **Provide back-up documentation in the form of 1 .pdf document of no more than 3 pages if you are able to do so).**
- 6) Have you secured external private funding in the past? If yes, what kind of funding was it (Equity/Debt/Both) and who did you raise these funds from?
- 7) In the future, are you looking to raise funds from external private capital providers? If yes,
- i. What type of capital would you be interested in?
 - ii. How much funds are you looking to raise in the next 12-24 months
- 8) What is the other source(s) and amount(s) of market-based matching funds (note: additional evaluation points will be awarded for applicants who provide higher matching funds than the minimum described in Section 3.C)? **Provide back-up documentation in the form of 1 .pdf document of no more than 3 pages if you are able to do so).**

Innovation Viability – 30% of Full Application Score

- 1) Describe your innovation. **Provide back-up documentation in the form of 1 .pdf of no more than 3 pages).**
 - i. What is your innovation?
 - ii. If your innovation is a technology, provide technical specification on how your innovation works; if a business model, what is innovative about it?
 - iii. Where is this innovation commercialized? What are the most recent results in terms of successful adoption in your markets of operation?
- 2) Describe your expected customers/end-users.

- i. Who are your expected end-users? **Please be sure to include information on their gender, average farm size, average income, and the general locations/geographies in which your project will be implemented.**
 - ii. How would your expected end users describe the specific critical barrier(s) or problem(s) – related to water and energy for food security – that your innovation addresses? Is this an urgent problem for them? What’s at stake for the end user if the problem as they describe it is not addressed? What is transformative or “game-changing” about it?
 - iii. How does your innovation uniquely solve your customers’ problem compared to the alternatives? What are the alternatives you have considered and why is your innovation more suitable for your customers?
- 2) Water and Energy for Food uses both standard and custom indicators to track Awardee progress.
- i. In the sections below, please provide numerical targets for each of the Water and Energy for Food standard and custom indicators (liters of water saved, tons of food produced, kWh of energy saved, number of end-users, number of women and poor in end-users . Please then describe the activities you will undertake to meet those targets. Describe your experience to date piloting and validating your innovation.
 - ii. In this section, please describe what activities you will undertake to meet your targets for Water and Energy for Food standard indicators in Year 1, Year 2, and Year 3. Please make sure to describe activities by indicator and then by year. Please use the template of the action plan attached.
 - iii. In this section, please describe the challenges that you foresee that might hinder you from meeting the targets for standard indicators described above.

Application and Sustainability/ESG in Developing or Emerging Country(ies) - 30% of Full Application Score

- 1) What financial and non-financial resources (e.g. suppliers of additive technology, materials/components, funds) are necessary to commercialize and/or bring the innovation to scale?
- 2) Describe your developing or emerging country experience.
 - i. Do you have any developing or emerging country experience?
 - ii. Are you already active in the developing or emerging country in which you propose to work in this application? If yes, in which countries and how did you penetrate this market?

- 3) Describe your partnership strategy and provide letters or other forms of commitments (e.g. contracts, letters of support, memoranda of understanding between collaborating entities). supporting your partnership strategy. **Provide back-up documentation in the form of 1 .pdf document of no more than 3 pages if you are able to do so)**
 - i. Do you have existing local and global partners? If so, who are they?
 - ii. In the future, what other potential partnerships would be beneficial to bring your innovation to scale (e.g. with local companies, international corporations, local governments, investors, consumer groups, cooperatives, companies, public sector agencies) and what stage are you at in identifying and/or working with these partners?
- 4) Describe the enabling environment:
 - i. Provide detail about the legal and regulatory challenges in the country(ies) in which you propose to work, or are working in, including specific laws and policies that will either foster or inhibit the scale-up of the technology.
 - ii. What are the social, economic, and environmental, challenges your innovation faces that may prevent its scale-up and how you propose to overcome those challenges?
- 5) Describe the level of ESG integration in your business model
 - i. How does your innovation directly or indirectly benefit or impact vulnerable groups, including poor and women (for example, does this innovation engage one or more of these vulnerable groups as innovators, employees, suppliers, distributors and consumers)?
 - ii. Are there any expected gaps in the levels of participation between men and women (including age, ethnicity, disability, location, etc.)? Please describe how cultural norms/beliefs, access to/ and control over assets, and patterns of power and decision-making could be causing these gaps, and how your innovation will shrink those gaps
 - iii. How does your innovation/organization promote the empowerment of youth and women in your country(ies) of operation(s)? Describe your future plan to promote the empowerment of youth and women through your innovation/organization.
 - iv. What are the potential positive and negative environmental impacts that could be caused by your innovation? How is your innovation contributing to a positive impact on the environment?
- 6) Describe about the financial sustainability of the organization:
 - i. How long can your organization sustain in your countries of operations without any future grants/funding/investment

- ii. What are the risk mitigation measures thought of by your organization in case of any future financial distress?
- 7) What is your exit strategy should you not meet the milestones and thus be suspended from the program?

Non-weighted evaluation Factors for Finalist Applications:

While no weight is assigned to the below factors, they are important and material to the award decision.

(a) Past Performance

Past performance information for three (3) past performance references which describe any contracts, grants, or cooperative agreements which the applicant organization, as well as any consortia or joint venture partners and any subcontractors or sub-awardees that will perform a substantive role in the applicant's program, has implemented involving similar or related programs over the past three years will be required.

Please include the following information: name and address of the organization for which the work was performed; name and current telephone number and email address of responsible representative from the organization for which the work was performed; contract/grant name and number (if any), the period of contract/grant performance, annual amount received for each of the last three years and beginning and end dates; brief description of the project/assistance activity and key project accomplishments / results achieved to date.

It is recommended that the applicant alert the contacts that their names have been submitted and that they are authorized to provide past performance information when requested.

(b) Cost

In the later stages of review, costs included in the proposed grant use will be reviewed to ensure they are allowable, allocable, and reasonable.

Cost effectiveness will be considered in relation to any proposed cost-share.

If requested, budget proposals will also be subject to cost realism analysis. The cost realism analysis will verify the applicant's understanding of the requirements, assess the degree to which the cost application reflects the approaches in the technical application, and assess the degree to which the costs included in the application

accurately represent the programmatic requirements set forth in the application.

(c) Pre-Award Survey

All award nominees (those applicants that have made it past the finalist stage) that do not have a prior grant with THE WE4F MENARIH will be required to perform a Pre-Award Survey prior to receiving any WE4F funding. The WE4F MENA RIH or its designee will administer the Pre-Award Survey. This tool helps determine whether the organization's financial management and internal control systems are adequate to manage, control, account for, and report on the uses of the WE4F MENA RIH funds. It provides the WE4F with the information needed to evaluate the ability of an organization to adequately fulfill the terms of an award.

The Pre-award Survey will assess the following criteria:

- a) Organization legal structure.
- b) Financial management and internal controls.
- c) Procurement systems.
- d) Human resources systems.
- e) Programs performance management (project management capacity).
- f) Organization sustainability.

An organization that has been audited within 1 year of the time of the award may submit that audit in lieu of the pre-award survey if it covers all of the criteria listed above, but WE4F will ultimately determine if the audit meets the requirements of the Pre-Award Survey. the WE4F MENA RIH (or its designee) recognizes that newer organizations may have some difficulty providing all documents, and will work with award nominees to create the systems listed in the criteria if they do not exist. If an award nominee is unwilling or unable to modify their practices to meet the criteria requirements, the WE4F MENA RIH will not make an award.

Appendix 3- Budget Information Requirements

1) Grant Use Budget Spreadsheet

The budget should represent a detailed summary budget. A template for the budget will be provided in the online platform. Applicants will need to complete the template and submit it to the application platform. The basic definitions for the detailed cost elements are provided below.

2) Budget Narrative

The budget narrative should provide information on the basis for estimating each line item, including reference to sources used in substantiating the cost estimate (e.g. organization's policy, payroll document, vendor quotes, etc.).

i) **Direct Labor**

Direct salaries, wages and annual increases for all personnel proposed under the application must be in accordance with the Applicant's established personnel policies. To be considered adequate, the policies must be in writing, applicable to all employees of the organization, subject to review and approval at a high enough organizational level to assure its uniform enforcement, and result in costs which are reasonable and allowable in accordance with applicable cost principles. The narrative should include a level of effort analysis specifying personnel, rate of compensation, and amount of time proposed. Anticipated salary increases during the period of the agreement should be included;

ii) **Fringe Benefits**

If the Applicant has a fringe benefit rate that has been approved by a USG agency, such rate should be used and evidence of its approval should be provided. If a fringe benefit rate has not been so approved, the application should propose a rate and explain how the rate was determined. If the latter is used, the narrative should include a detailed breakdown comprised of all items of fringe benefits (e.g., unemployment insurance, workers compensation, health and life insurance, retirement, FICA, etc.) and the costs of each, expressed in dollars and as a percentage of salaries;

iii) **Travel and Transportation**

The application should indicate the number of trips, domestic, regional, and international, and the estimated costs. Specify the origin and destination for proposed trips, duration of travel, and number of individuals traveling. Per diem should be based on the Applicant's normal travel policies.

iv) **Allowances**

Allowances must be broken down by specific type and by person and must be in accordance with the Applicant's established policies.

v) **Supplies and Equipment**

Differentiate between expendable supplies and nonexpendable equipment (NOTE: Equipment is defined as tangible nonexpendable personal property including exempt property charged directly to the Award having a useful life

of more than one year and an acquisition cost of \$5,000 USD or more per unit, unless the Applicant's established policy establishes nonexpendable equipment anticipated to be required to implement the program, specifying quantities and unit cost).

vi) **Sub-awards (contracts/grants) (if any)**

Applicants who intend to utilize sub awardees should indicate the extent intended and a complete cost breakdown, as well as all the information required herein for the Applicant. Sub-awards cost applications should follow the same cost format as submitted by the Applicant.

vii) **Other Direct Costs**

This could include any miscellaneous costs such as office rent and utilities, communications, transportations, supplies, public outreach, sub-awards, audits, report preparation costs, passports, visas, medical exams and inoculations, insurance (other than the Applicant's normal coverage), etc. The narrative, or supporting schedule, should provide a complete breakdown and support for each item of other direct costs.

viii) **Indirect Costs**

If applicable, the Applicant should support the proposed indirect cost rate with a letter from a cognizant U.S. Government audit agency, a Negotiated Indirect Cost Agreement (NICRA), or with sufficient information for the WE4F MENA RIH to determine the reasonableness of the rates (For example, a breakdown of labor bases and overhead pools, and the method of determining the rate).

3) **USG Forms and Certificates**

Depending on mechanism, Applicants may be requested to submit the following:

- **USG Standard Forms SF-424 series, which includes the**
 - SF-424, Application for Federal Assistance,
 - SF-424A, Budget Information – Non-construction Programs, and
 - SF-424B, Assurances – Non-construction Programs
- **Certificates**
 - Certificate of Compliance if your organization's systems have been certified by

USAID/Washington's Office of Acquisition and Assistance (M/OAA)

Each of these USG Standard Forms can be downloaded from:

<https://apply07.grants.gov/apply/FormsMenu?source=agency>

Appendix 4 – Guiding Principles For Environmental, Social and Governance Adherence IN WE4F

The guiding principles mentioned below are based on the United Nations Principles for Responsible Investment (UNPRI). However, these principles have been evolved and customized to align with WE4F's vision and goals as follows:

- Principle 1: We will be an active issue manager and incorporate ESG issues into the decision-making process, operating structure, and standard practices
- Principle 2: We will seek appropriate disclosure on ESG issues by the innovators in which we invest
- Principle 3: We will promote acceptance and implementation of the Principles related to ESG within the WEF nexus and larger international development ecosystem
- Principle 4: We will work together with all stakeholders to enhance our innovator's effectiveness in integrating the principles related to ESG into their business and operational model
- Principle 5: We will report programmatic activities and progress towards integrating the ESG principles
- Principle 6: We recognize that the level of ESG integration within organizations might be at a beginner/intermediate/advanced level hence, we will work with a "no one size fits all" approach. However, innovators must meet a minimum set of requirements related to gender mainstreaming, poverty reduction, and environmental sustainability to be eligible for support

Classification of WE4F Innovators

All WE4F innovators will be classified into one of the three levels based on their current level of ESG integration into their business and operational model. The three levels are defined as below:

Beginner: A WE4F innovator will be termed as a beginner if they meet the minimum set of ESG related criteria required to enter the program, especially

criteria related to gender integration, , sustainable natural resource management including sustainable water resource management, biodiversity, climate resilience, and poverty reduction. Apart from meeting the minimum prerequisites, the innovator must showcase commitment to further integrate ESG issues into their business and operational model. The program will support them in increasing awareness of key ESG issues to help them move from beginner level to intermediate/advanced level of ESG integration.

Intermediate: A WE4F innovator will be termed as intermediate if they **not only** meet the minimum set of ESG related criteria required to enter the program **but also** showcase tangible progress on ESG issues in terms of implementation and results. They might not meet all the stated criteria and goals of WE4F and hence there could still be scope for improvement. The program will support them to improve and aim to reach an advanced level of ESG integration

Advanced: A WE4F innovator will be termed as “advanced” if they meet **all** the stated ESG related objectives and goals set by WE4F and not just the minimum set of criteria required to enter the program. The program will help them to scale their impact on ESG issues.

[END]