



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

**Regional Call for Innovations 2020
South and Southeast Asia (S/SE Asia) region**

Primary Point of Contact:

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Subject: Call for Innovations-2020



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| Date Issued: | November 03, 2020 |
| Call for Innovations Clarification Questions Due Date and Time: | November 16, 2020 5:00 PM GMT+7 |
| Closing Date and Time: | December 15, 2020 5:00 PM GMT+7 |

Subject: Regional Call for Innovations 2020 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) Regional Call for Innovations 2020**.

This Regional Call for Innovations is designed to address barriers to enable the production of more food with efficient and sustainable usage of water and energy, to impact food security, gender and poverty reduction in an environmentally sustainable way. The Regional 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 proposals; and outlines criteria that will be used to evaluate the proposals. Through this competition, **Water and Energy for Food** anticipates disbursing USD \$4 million in award funding in South and Southeast Asia.

Individual awards are expected to be between USD \$25,000 USD and USD \$500,000 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 South and Southeast Asia Hub (S/SE ASIA 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 Hub is operated on behalf of the WE4F Partners by a consortium led by Tetra Tech ES, Inc. with its partners CrossBoundary, LLC. and DevWorks International. The awards and disbursement of funds will be executed by Tetra Tech ES, Inc.

Awards made through this Regional 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 S/SE ASIA RIH (and its partners). This Regional Call for Innovations can be downloaded from <https://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 GMT+7** via the Online Application Platform accessed at:

https://innovations.smapply.io/prog/we4f_sse_asia_rih_call_for_innovations_2020.

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 must submit them in writing no later than **November 16, 2020 at 5:00 PM GMT+7** to WE4FAsiaBids@tetrattech.com.

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 S/SE ASIA RIH reserves the right to reject any or all proposals received.

Sincerely,

\s\David Casella

David Casella
Vice President of Contracts and Legal
Tetra Tech
WE4F Contractor

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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 |
| IFR | Invitation for Bids |
| IR | Intermediate Result |
| LOC | Letter of Credit |
| M&E | Monitoring and Evaluation |
| 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 |
| PCA | Partner Contracted Audit |
| PD | Program Description |

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|----------------|---|
| PDF | Portable Document Format |
| PMP | Performance Management Plan |
| R&D | Research and Development |
| RF | Results Framework |
| RFA | Request for Application |
| RFQ | Request for Quotes |
| SF | Standard Form |
| SWFF | Securing Water for Food |
| 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:

| | |
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| Apparently Successful Applicant(s) | The Applicant(s) for the WE4F S/SE ASIA 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 nor the WE4F S/SE ASIA RIH commitment to an award, which still must be obligated by WE4F. |
| Award | A form of implementing mechanism through which the WE4F S/SE ASIA RIH transfers funds to an implementing partner, generally selected through a competitive process resulting a grant or other agreement. Source: ADS |
| Awardee | The organization selected to receive funding under this call for innovations. |
| Business Model | The manner in which an enterprise creates, delivers and captures value profitably. |
| Sustainable Scale | A technology and associated business model which is financially, socially, and environmentally sustainable to unlock growth in new and larger markets. |
| Environmental, Social and Governance (ESG) | 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. |
| 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 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 |

| | |
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| 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 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 <i>Water and Energy for Food</i> solicitation (https://innovations.smapply.io/prog/we4f_sse_asia_rih_call_for_innovations_2020) |
| 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. |

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.

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 integrate capacity development, knowledge management and the use of investment capital in a synergistic way to create an enabling environment in countries throughout the region.

We are looking for innovators with a track record of successful sales and intending to expand their businesses or organizations commercially, using a for-profit business model and the addition of outside investment capital, and which will utilize WE4F grant funding as a catalyst attract investors, commercial value chain participants and other relevant partners to help expand to wide-scale adoption of an innovation and attract private capital. If you have a commercially proven product, service or business model that you would pitch to an investor for debt or equity investment, we want you to apply to WE4F. If you have a great idea for a development project but no track record of successful sales, 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:

- Innovators with demonstrated potential for financially sustainable scaling that have previously received support and proved successful in the go-to-market phase from either the 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 on the WE4F website).
- Private, for-profit companies or teams or groups within non-profits or universities which maintain their own budget and are responsible for generating revenue that have as the primary or a major part of their business model an innovative product or service that addresses the nexus of water-energy-food. These organizations can apply through the Calls for Innovation.
- Other actors that are identified on a case-by-case basis by the Regional Innovation Hub and which fit the criteria of WE4F and are crucial for the scaling of impacts.

Through our support for innovations, WE4F expects to target poor women and men smallholder farmers and others working in all parts of the agriculture value chain. Specifically, our interventions will help companies and organizations providing nexus-relevant products and services reach women and the poor as commercial customers, equipping them with the means to achieve greater earnings and social mobility.

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' (BOP) women and men in both rural and urban areas.
- Provide companies and organizations the technical assistance and capital they need to sustainably scale 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 farms
- THEME 4: Energy innovations for food processing, and / or logistics
- THEME 5: Food production with efficient energy use
- THEME 6: Leveraging food 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 fund the expansion of companies or organizations selling innovations;

9. Limited end-user (and/or farmers) access to finance to promote uptake of innovations;
10. Limited access to information that would enable entrepreneurs to make informed investment, operational, and marketing decisions;
11. Insufficient information and training to farmers and other end users regarding how to use available technologies / innovations;
12. 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;
13. Institutional and organizational barriers faced by innovators as well as their customers / end-users;
14. Insufficient planning for unintended environmental and social consequences

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

3. First Regional 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 US\$4 million 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 companies and / or organizations vary greatly.

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

- a) **Operate with a financially sustainable business model, either as a private company or a group or team within a non-profit firm or academic institution that is responsible for sustainably generating revenue and be able to demonstrate a revenue track record selling the WE4F-relevant product or service.** In accordance with lessons learned from legacy Grand Challenge programs, WE4F is focused on financially viable businesses or organizations that can showcase a commercially proven revenue model. The water-energy-food nexus-relevant product or service must represent the company or organization’s primary revenue driver or must be a very prominent revenue driver.
- 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) **Have a well-defined plan for expansion.** WE4F does not seek to support companies or organizations that scale only through the securing of successive grants or subsidies, or that do not intend to scale at all. Successful applicants will have a clearly articulated plan in existence or under development for how the technical assistance, investment facilitation and/or grant capital provided by the program will assist expansion financed by debt or equity.
- d) **Build sustainability into the fabric of the intended expansion.** All innovations must be sustainable. This means that companies or organizations expanding the scale and scope of their sale of innovative products and services do so in a way that creates a financially viable model and ideally positive free cash flow and net income. All innovators must prove they can remain financially viable without grant funding after the WE4F program has ended. All applicants will be required to submit financial documentation as well as description of the organization's long-term financial management plan to support the innovation. Equally as important, innovators must also be able to successfully integrate their products and / or services into the existing social and institutional ecosystems of the countries of implementation and provide environmental benefit. (or at least cause no net environmental harm).
- e) **Understand the local enabling environment for technology and business innovations.** Applicants must be able to articulate the social, environmental, institutional, legal, and regulatory challenges to sustainable scaling and expanding their innovation and describe how they will overcome those barriers and embed their innovation within these contexts to have the intended impact. Applicants must also provide market research that describes local market conditions.
- f) **Promote user-centered design, not technology for the sake of technology.** Thousands of water, agriculture, and energy technologies exist but are not available to target populations or effectively 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 all facets of the program. Ultimately, debt and equity investors will not support expansion of a product or service for which there is not demonstrated demand.
- g) **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 expansion, all supported companies or organizations 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 indirect opportunities for economic growth, for instance through the creation of jobs and/or through strengthening poor people's opportunities and choice, power and voice, and human security.

- h) **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 of business plans' implementation and may also improve the social and environmental benefits or outcomes 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).
- i) **Have a local presence and develop market-driven partnerships.** WE4F innovations must have demonstrated a history of successfully reaching WE4F's target customer/end-user segments. All applicants must be registered and authorized by the national government in the country(ies) in which they work or have at least one local partner that is registered to work in the country(ies) of implementation. This local partner could be a commercial or NGO partner, joint venture partner or candidate for a merger or acquisition. 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.
- j) **Have a basic understanding of ESG issues and showcase strong commitment to 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 models and day-to-day operations as such integration presents compelling business and development cases. The innovator must comply with 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. Please see Appendix IV for the full WE4F ESG guidelines.

- k) **Have a gender balanced team which can scale up innovation in a sustainable manner.** This can be reflected in the leadership team's (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 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 Supported

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 proven demand – meaning a successful track record of sales at prices that customers are able and willing to pay – and these innovations' contribution to the applicant's revenue within the context of a viable, 'going-concern' business or organization.
- b) Innovations that fail to 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, promotion of climate resilience and biodiversity, increased broad-based economic growth in developing or emerging countries, and a focus on impacting women and the poor).

- c) Innovations that fail to clearly demonstrate their positive impact on the poor and women.
- d) 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)).
- e) Projects focused on research and development for a product without a clearly defined market or proven commercial demand. Applicants should demonstrate that an innovation's unit economics (ability to be sold for more than the cost of production) are positive, and that existing customer traction (through demonstrated sales) suggests strong potential for growth to a minimum of 100,000 customers within a five-year timeframe.
- f) Technologies that have not reached a minimum customer base of 5,000 customers for a product / service that costs less than \$100. If the business model is business-to-business (B2B), then combined end-users of all direct customers should be more than 5,000.
- g) Technologies that have not reached a minimum customer base of 1,000 customers for a product / service that costs more than \$100. If the business model is B2B, then combined end-users of all direct customers should be more than 1,000.
- h) Applicants that do not operate as a legally registered entity (for-profit business or group within a non-profit or academic institution) in at least one of the countries mentioned in Appendix 1.
- i) 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.

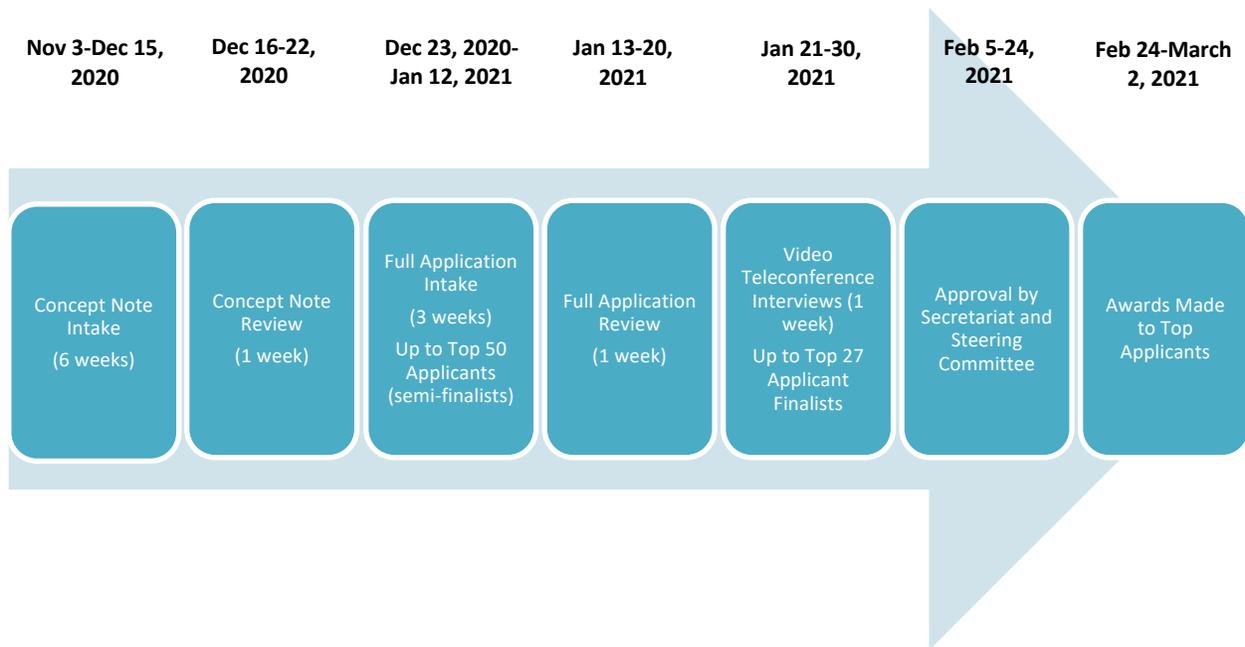
- j) Innovations focused on agricultural products and services without a significant and sustainable water or energy efficiency component.
- k) Innovations using highly-hazardous pesticides (see FAO/WHO International Code of Conduct) in their operations.
- l) Large dam projects for water capture and storage.
- m) Solar mini-grid, micro-grid or Pico projects that lack an explicit benefit to food value chains.
- n) Wastewater treatment projects that lack an explicit benefit to food value chains.
- o) Large infrastructure projects.
- p) One-off water and / or energy technology installations or pilot projects.
- q) Large corporations for which the sale of WE4F nexus-relevant products or services does not represent a significant portion of revenue and / or for which expansion of WE4F nexus-relevant technologies is not a priority objective for strategic growth.

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, sustainable development/ESG experts including gender, poverty and environment and climate experts, and researchers with extensive experience in water/energy/agriculture 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. Figure 1 illustrates the initial *Water and Energy for Food* review and selection process. Dates are approximate.

Figure 1: WE4F Review and Selection Process



5.B: Innovator Funding

Water and Energy for Food awardees will be eligible for multiple tranches of funding under one award based on performance. All awardees will receive an initial tranche of funding in Year 1. Initial funding will depend, in part, on the stage of innovation and verified needs.

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

To receive further tranches of funding, the Regional Advisory Board (RAB) and the Hub staff 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 achieve mutually agreed-upon technical, financial and sustainability/ESG benchmarks (see Section 1.3.D) will be eligible to receive future tranches of funding (one tranche in Year 2 and one tranche in Year 3). All funding is subject to the availability of funds. The WE4F S/SE ASIA 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 1-2 months.

Financial benchmarks will include the ability to secure matching funds and 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 Water Consumption reductions (By volume/ by %) as a result of utilization of the innovation.
- b) Hectares of delta, estuarine, or agricultural land (fields, rangeland, agro-forests) in production as a result of WE4F innovation.
- c) Increased crop yields in dry-land cultivation.
- d) Mass of food produced and/or processed as a result of WE4F innovation

Amount of energy saved in the food value chain as a result of the use of WE4F innovation

- e) Number and nature of partnerships (including the WE4F S/SE ASIA RIH missions) leveraged to improve the availability, distribution, and utilization of the innovation.

In addition, the program is also monitoring Sustainability/ESG benchmarks which may include metrics that showcase progress on ESG integration in innovators' businesses 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 and progress on

gender mainstreaming throughout business models) and a few illustrative examples are noted below:

- 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 receiving grant funding are required to have matching funds (cash/cash equivalent) to satisfy a mandatory matching requirement to demonstrate commitment to the grand challenge. The external funds must pay for activities that further the growth, development, or commercialization of the innovator's technology (e.g., manufacturing, distribution, marketing). Matching (whether in-kind or cash/cash equivalent) is based on funding provided by WE4F, not the total project budget and the final amount of matching funds will be determined on a case by case basis for each applicant. For all awardees, the full match will be required prior to the release of additional tranches of funding. All awardees will be required to provide evidence of the commitment of the matching funds and evidence of expenditure of the matching funds.

5.C: Technical Assistance Support

The WE4F S/SE ASIA RIH is operated on behalf of the WE4F Partners by a consortium led by Tetra Tech ES, Inc. with its partners CrossBoundary, LLC. and DevWorks International. The WE4F S/SE ASIA RIH will issue awards and disburse funds to the awardees. The WE4F S/SE ASIA RIH will provide technical assistance as described below to improve business performance to make the innovator investible; product quality, market fit, and regulatory compliance; to fully incorporate ESG principles into business operations; and to comply with the terms of the grant agreement if grant funding is provided.

The WE4F S/SE ASIA RIH provides technical assistance related to commercial expansion and ESG integration, investment facilitation related to commercial debt and equity investors, and enabling environment support to accepted companies and organizations. This model helps innovators improve their ability to scale commercially, attract and secure outside investors for further growth, and integrate ESG themes into their business models for commercial, social and environmental benefit.

The WE4F S/SE ASIA RIH works closely with each WE4F innovator to identify their specific barriers to scaling commercially while ensuring their products and / or services

have a sustainable impact on key customer segments like women and the poor, and the environment. This is done through customized interventions implemented either by RIH personnel directly, by carefully selected third-party service providers, or a combination of the two.

The level of technical assistance (TA) support to accepted innovators will depend on the needs of that innovator from a commercial, technical and ESG integration perspective. TA activities may include (but are not limited to) market intelligence, value engineering, supply chain optimization, product design support, branding and marketing, intellectual property protection, standards including ESG compliance, and legal advice. TA will be delivered through training, coaching, train-the-trainer activities, advisory services, site visits, development of manuals or training materials, toolboxes, impact measurement tools, performance measurement reporting tools, readiness tools, advice on policies and legislation, etc.

Innovators will work with the WE4F S/SE ASIA RIH to create an acceleration workplan (AWP) that identifies relevant and specific services from the RIH TA Unit. These services should directly relate to the innovator's ability to scale commercially, successfully attract outside investors for further expansion, and integrate critical ESG themes into operations and strategy.

While all TA support will be needs-based and tailored to the innovator, we have structured our support into three broad categories, described below. Services rendered by teams responsible for each of these will be provided by WE4F S/SE ASIA RIH personnel and third-party service providers as applicable.

The service areas are:

1. *Technical Assistance*: Specific services will cover the following topics, led by the RIH's Technical Assistance Unit.
 - a. Investment Readiness
 - b. Business Development
 - c. Product Development/Refinement
 - d. Gender Integration
 - e. Base of Pyramid Impact
 - f. Environmental Sustainability
 - g. Organizational Capacity Development
 - h. Public Relations and Communications
 - i. Market Research and Analysis

- j. Marketing and Sales
- k. Legal Services and Grant Agreement Compliance
- l. MEL Advisory Services
- m. Other

2. *Investment Facilitation*: Specific services include the following, led by the Hub's Brokering Unit.

- n. Engaging innovators to develop investment materials, prepare for interaction with investors, negotiate transaction structures and terms, and implement post-investment expansion and value-creation plans. Hub personnel will work with innovators to develop marketing materials such as teasers, financial models and investment memoranda and prepare for pitching, roadshows and other forms of investor interaction. They will subsequently serve as an intermediary with investors to facilitate due diligence and structure, negotiate and close transactions.
- o. Leveraging gender lens investors and investment opportunities from climate- and environment-focused investors to position innovators advantageously with these subsets of investors. Hub personnel will also advise on and promote development consumer financing schemes targeting BOP consumers, identifying a need for and providing technical assistance related to end-user financing. This could include building innovators' internal capacity to extend consumer credit, facilitating external financing partnerships between innovators and microfinance institutions or similar organizations, or advising on how to integrate innovative consumer financing alternatives into innovators' business plans.
- p. Identifying opportunities to articulate to investors the commercial rationale and impact narratives associated with WE4F nexus issues of gender, environmental stewardship and BOP. Through both informal conversations and planned webinars or similar virtual presentations, BU personnel will work to capacitate investors around the investment rationale underlying the WE4F program and its cohorts of innovators.

3. *Enabling environment support*: Specific services include the following, led by the Hub's Enabling Environment Unit:

- a. Local policy navigation and advocacy: mapping existing policy and regulatory environments to help innovators and investors navigate them; and

supporting innovators to develop strategies for interactions with policy and regulatory environments.

- b. Public sector capacity development and collaboration around the food-energy-water nexus: educating and fostering collaboration between nexus-related government agencies and representatives; supporting development and integration of relevant policies and regulations; and connecting public sector entities with innovators, industry trade associations, and other nexus advocates.
 - c. Strengthening industry associations: building capacity of industry groups and associations engaged in food-energy-water nexus and support advocacy efforts; promoting opportunities to include gender considerations in policy development; and creating policy briefs for innovators and trade associations.
4. *ESG integration*: This includes the following, led by multiple staff across the Hub:
- a. BoP impact and poverty mainstreaming. The BoP Impact Specialist 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 BoP customers.
 - b. Gender integration: The WE4F S/SE ASIA RIH's Gender Advisor will create a gender action plan for the innovator during the acceleration work planning stage and may consistently advise on ways to integrate women throughout their business model as customers/users/partners/employees/mentors and so on
 - c. Environmental sustainability (including natural resource management, water resource management, climate resilience, and biodiversity): The Environmental Sustainability Advisor 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 WE4F S/SE ASIA RIH Monitoring and Evaluation Specialist with the assistance of the Technical Assistance Facilitator (if the awardee chooses to receive technical assistance) at the time of award.

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 benchmarks may 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 Regional Call for Innovations based on the Appropriations Act, the WE4F S/SE ASIA 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 S/SE ASIA RIH implemented by Tetra Tech ES, Inc. The WE4F S/SE ASIA 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 Regional Call for Innovations may be in the form of grants or other awards- depending on the nature of the submitting organization and the proposal.

- B. **WE4F S/SE ASIA RIH Management of Activities:** The WE4F S/SE ASIA RIH Manager shall serve as the primary agreement contact between the WE4F S/SE ASIA 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 S/SE ASIA RIH.

ii. Funding Information

Funds may be provided in increments subject to availability of funds, successful implementation and continued relevance to the **WE4F S/SE ASIA RIH**. **the WE4F S/SE ASIA 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 S/SE ASIA 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 Call for Innovations is USD \$4 million from Water and Energy for Food. Subject to the availability of funds, the individual Award(s) will range from USD \$25,000 to USD \$500,000. It is anticipated that 20 to 30 proposals will be funded.

[END SECTION II]

SECTION III – ELIGIBILITY CRITERIA

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

1. **Type** – *Water and Energy for Food* is open to legally incorporated / registered for-profit businesses and not-for-profit organizations or academic institutions which are responsible for generating revenue and maintaining a self-sustaining operational budget (i.e. covering costs).
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. Applicants must be legally registered in at least one identified country. If expansion into a new country is a key part of an applicant’s business plan, they must already have partners (e.g. distributors, joint venture partners, potential merger or acquisition targets, NGOs) in place in that country to be considered. These partners must play a material role in the planned international expansion (e.g. should not be a generic, high-level relationship).
4. **Language** – Applications responses must be written in English.
5. **Matching funds** – Grant awardees must demonstrate matching funds; see Section I.B.3.B for details.
6. **Impact** – Applicants’ WE4F nexus-relevant products and / or services must have a direct, tangible linkage between water and / or energy and food value chains. In addition, innovations must directly or indirectly benefit the poor (e.g. offering opportunities for enhanced income or social mobility). In addition, applications must contribute to gender equality, strive for a positive impact on the environment and avoid negative environmental effects.

Water and Energy for Food specifically encourages applications from women-owned / women-led enterprises and developing country entrepreneurs.

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

[END OF SECTION III]

SECTION IV – APPLICATION AND SUBMISSION INFORMATION

This is the first regional Call for Innovations for S/SE ASIA 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

WE4FAsiaBids@tetrattech.com

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 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 – Concept Note

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

A) Basic Applicant Information

Through the Online Application Platform, applicants are asked to input the following details about the organization that is applying for support through *Water and Energy for Food*:

1. Name and full address of applicant including country where applicant is incorporated or registered
2. Type of organization / firm (e.g., for-profit, non-profit, academic institution, etc.)
3. Point of contact information (name, position title, phone number, fax number, e-mail address)
4. Names of other organizations / firms that are partnering organizations in the proposal and clear description of partner's relevance to applicant's planned expansion. Where joint partnerships include innovators from low- and middle-income countries, we encourage the partnership to designate the low- and middle-income country partner as the Project Manager.
5. Size of organization (for partnerships and consortiums, list the combined total headcount and most recent fiscal year revenues)
6. Technical focus area (e.g. 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. Concise proposal title
8. Country(ies) where the proposed activities will be implemented, including target geographies for international expansion if relevant
9. Type of innovation (Business Model, Technological; Both)

B) Answers to Concept Note questions on the Online Platform

Please note that the responses of *Water and Energy for Food* support 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. WE4F will screen any public-facing communication materials with innovators before release to ensure no breaches of confidentiality and that commercially material or sensitive information is not being released.

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 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:

https://innovations.smapply.io/prog/we4f_sse_asia_rih_call_for_innovations_2020

Complete instructions regarding how to submit proposals are provided on the website:

<https://we4f.org/apply-ssea>. Questions can also be submitted via email at WE4FAsiaBids@tetrattech.com.

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, the Applicant should send an e-mail to WE4FAsiaBids@tetrattech.com. 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 S/SE ASIA 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 S/SE ASIA 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 must be submitted in writing no later than **November 16, 2020 at 5:00 PM GMT+7** to the email address:

WE4FAsiaBids@tetrattech.com 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.

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 WE4F) 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 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 S/SE ASIA RIH from the applicant, confers no rights to the applicant and constitutes no the WE4F S/SE ASIA 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 S/SE ASIA 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 are 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 1500.

Applicant:

Innovation Viability

40% of Concept Note Score

- 1) What is your innovation?
- 2) What causes consistent demand for your innovation from current or potential customers / end-users? What is transformative or game-changing about it, and how does it bring customers value?
- 3) How does your innovation differ from existing products in the market?

Evaluation Criteria (Questions 2 and 3): Does the response provide a compelling description of how and why the product or service delivers tangible value to customers and is clearly differentiated from existing products in the market, either by superior design, easier integration with existing practices, lower price or some other factor?

- 4) What is / are the specific critical barrier(s) or problem(s) related to the water-energy-food nexus that your innovation addresses?

Evaluation Criteria (Question 4): Does the response clearly articulate the specific and critical barrier(s), and provide a compelling case that the innovation addresses it? This is different from Question 2 in that it requires a full technical description and does not seek information about price or substitutes.

- 5) Describe your current and future customer segments. Who are they and how might they need to modify their existing practices or behaviors to use your

product or service? Is there significant risk for customers / end-users in switching to using your product or service, and how do you control for the risk of converting?

- 6) Do you solicit feedback from your customers / end-users about product design or service delivery, and if so has this led you to make any modifications? Can the innovation be utilized by (or be adapted to use by) vulnerable populations such as women and the poor?

Evaluation Criteria (Questions 5 and 6): Does the response indicate a clear and detailed description of the local operating environment, highlighting any previous end-user input in innovation design?

Business / Financial Viability

35% of Concept Note Score

- 1) Is your organization legally registered in one of the countries listed in Appendix 1?
- 2) How much revenue does the innovative product or service for which you answered questions above account for? Is it a central part of your organization's operations, or one of many different products or services offered? If this innovation were to fail, could your organization still operate healthily?
- 3) Describe your expansion plans. Will you expand by selling the same product / service to existing or new customers in your current market, to new customers in a new market, or by selling a new product / service to existing or new customers in your current market, or in a new market?
- 4) Is it possible or feasible to have repeat customers / end-users, or do you expect one sale per customer / end-user?
- 5) What is the total addressable market and potential market share for your innovation in your existing and proposed markets? What is the basis for your claim? Is it realistic that you might reach 100,000 end-users in the next 3-4 years (refer to Section I.3.B) if your expansion plans succeed?

Evaluation Criteria (Questions 1-5): Does the response provide a clear description and explanation of demand for the innovation, the country / region / market of expansion, and the total addressable market (TAM)? Responses

should be tailored to the country(ies) of operation and demonstrate a clear understanding of the local operating environment.

- 7) What is the unit price point at which you sell the product / service? Are customers able to afford paying for your product / service outright, or do they need to finance the purchase?
- 8) How much does your product / service cost to manufacture and / or deliver (for a product, this should include the cost of distribution to customers)?

Evaluation Criteria (Questions 7 and 8): Does the response indicate fluency in basic accounting related to unit economics and financially sustainable operations? What does it indicate about the scale and track record of the organization?

Application and Sustainability/ESG in Developing or Emerging Country(ies)

25% of Concept Note Score

- 1) Does your expansion plan involve moving into a new country? If so, please answer Question 2 below. If not, please skip to Question 3.
- 2) What types of local partnership arrangements do you have in place in the target country? These could be distributors, wholesalers, vendors, joint venture partners, merger or acquisition targets, or non-commercial partners such as NGOs who perform agricultural extension services to enhance sales and marketing of your product or service. Please be specific about partnerships you have already put in place to prepare for this expansion.

Evaluation Criteria (Question 2): Does the response provide a detailed description and explanation of the local partner's experience? Does it clearly demonstrate that the local partner has the ability and capacity to manage and execute the proposed expansion plan?

- 3) How does your innovation directly or indirectly benefit or impact vulnerable groups, including the poor and women (e.g. does this innovation engage one or more of these vulnerable groups or engage women as innovators, employees, suppliers, distributors or consumers)?

Evaluation criteria (Question 3): Does the response clearly describe what type of social impact is intended and observed, how the innovation may affect lives or livelihoods of women and the poor, and ultimately contribute to socioeconomic development at the local level?

- 4) How do you ensure that your innovation is affordable and accessible to vulnerable groups including the poor and women (e.g. do you offer installment payment plans, pay-as-you-go payment plans, or some other type of customer financing? Does your sales and distribution function have the logistical capability to reach remote areas? Do you provide, directly or through a partner, extension training specifically aimed at teaching women how they can benefit from your product or service?)?

Evaluation criteria (Question 4): Does the response explain how introduction of the innovation into a social context has the potential to shift gender dynamics towards a more equitable, balanced state compared to a status quo in which women are disadvantaged? What additional power does your innovation provide to women?

- 5) Describe the potential positive and negative environmental impacts (especially related to natural resource / water management, climate resilience, and biodiversity) that could be caused by your innovation? Identify how you intend to mitigate any future negative risks to the environment and / or scale positive impacts on the environment.

Evaluation criteria (Question 5): Does the response depict a strong assessment (both intended and unintended consequences) of innovator's operations on environment? Does the response provide a clear explanation of how positive environmental impact is achieved or how negative environmental impact is mitigated? Does the response showcase a sustainable approach towards mitigating environmental challenges not only in the short-term but also in the long-term?

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, 50 applicants will be invited to submit a Full Proposal. The Full Proposal is meant to provide evaluators with in-depth information

about the innovation and the company / organization planning for expansion. Questions asked at the Concept Note stage may be repeated in the Full Proposal stage. Applicants must also answer additional questions in the Full Proposal stage (**see Appendix 2**), and the Full Proposal will be reviewed by the gender, environmental, and BOP/poverty specialists on the Regional Advisory Board. Applicants will be also asked to provide a budget spreadsheet and budget narrative, and past performance references. RIH personnel reserves the right to reject any file or materials that do not open properly as email attachments, or those that may have a virus. In addition, if potential applicants submit material that is not requested, such material will not be reviewed or scored.

Full Proposals will be based upon specific questions tailored to each theme. 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 accept applicants upon the basis of Full Proposals without holding discussions with applicants, although the WE4F reserves the right to hold discussions at the sole discretion of the RIH team. Applicants are therefore advised that each Full Proposal application should contain the applicant's final and best effort.

C: Video Teleconference Interview Assessment Stage

Finalists (applicants who pass the first two screens) will be invited to participate in an interview with the WE4F RIH and members of the Regional Advisory Board (RAB). This will take place via videoconference and will serve as a presentation session to at least two members of the RAB. No more than six people can represent a company / organization. Presentation sessions will be two hours. They will 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 RAB 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 by gender, environmental, and specialists to determine if the application meets the ESG requirements of the WE4F program.

[END SECTION V]

SECTION VI. – AWARD AND ADMINISTRATION INFORMATION

Awards made through this Regional 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 S/SE ASIA RIH will determine the appropriate Award instrument for the selections resulting from this solicitation. Prior to Award execution, the WE4F S/SE ASIA 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 S/SE ASIA RIH will work with organizations to protect intellectual property.

Intellectual property provisions applicable to contract awards are subject to the provisions of the WE4F S/SE ASIA 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 S/SE ASIA RIH may include FAR Clause 52.227-16. Additional Date Requirements in the resulting contract if appropriate. the WE4F S/SE ASIA 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 S/SE ASIA 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 two WE4F-related activities/events per year.

[END SECTION VI]

Section VII. Appendices

Appendix 1- Eligible Countries of Implementation

| | | | |
|-------------|-----------|-------------|-------------|
| Afghanistan | India | Myanmar | Sri Lanka |
| Bangladesh | Indonesia | Nepal | Thailand |
| Bhutan | Laos | Philippines | Timor Leste |
| Cambodia | Malaysia | Singapore | Vietnam |

Appendix 2 - Full Application Criteria

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.

Commercial / Financial Viability

Please note that this section pertains to your organization as a whole. There is a different section below for information specific to the WE4F-relevant innovation that makes you eligible to apply for this program. In this section we want to hear about your organization.

40% of Full Application Score

- 1) Provide a qualitative description of your organization, from its establishment through today, highlighting the following:

- i. Original founding purpose and value proposition to customers across products / services / lines of business, and how these have evolved over time
- ii. Details of your leadership / management team and their experience, including years of experience, technical and managerial proficiencies **(please provide PDF copies of CVs as an attachment)**
- iii. Details of your Board of Advisors and / or Board of Directors, if applicable
- iv. Details of growth and expansion, including where and how (geographically and in terms of customer segments) the organization addressed unmet demand for its products / services
- v. Details of how this growth was funded, including timing and amounts of founder, angel investor, venture capital or private equity funding rounds, bank loans, grant awards, or any other source of capital
- vi. If you never received another grant, and assuming you did not raise capital from investors, how long would your organization survive?
- vii. A description of your value chain, both historically and today, and how it has evolved: Who are your suppliers? How do manufacturing and operations work? Who are the relevant downstream stakeholders (distributors, wholesalers, retailers)? Please provide a list of your key inputs suppliers and other key vendors (i.e. logistics, transportation, warehousing).
- viii. Details of your competitive positioning, including: A list of your key competitors, whether they compete with you on price (i.e. they try to charge less), quality (i.e. they try to make a better product) or some other factor; a description of substitutes (i.e. other similar products or solutions consumers would be equally happy adopting if not yours); a description of barriers to entry into your market (i.e. what investments must competitors make to be able to enter your market and compete with you, are they high or low?); relationships with and negotiations with suppliers (i.e. do you have few suppliers that have the power to raise prices, or many different sources who compete to offer you the best price?); relationships and negotiations with customers (i.e. do you sell to customers who must choose to pay your price or otherwise not buy your product, or do customers have the power to influence pricing of your product / service?)
- ix. What is your greatest competitive advantage?
- x. Does your organization hold any patents or possess any other intellectual property? If so, when do the patents expire? Are your patents uncontested (i.e. is or has any other company filed a lawsuit claiming copyright infringement)?

- xii. Details of your sales and marketing function, including how you think about your product (quality, features, brand, etc.); price (discounts, payment plans, pay-as-you-go, etc.); place (distribution channels, transportation logistics, storage, 'last-mile' reach); and promotion (communicating to customers through marketing, a sales force, word of mouth, etc.)
 - xiii. How has your value chain evolved over the history of your organization?
- 2) Provide at least three years of historical financial statements, including an income statement, balance sheet and statement of cash flows and provide point-by-point commentary on the following items. **Please provide PDFs of audited documents in English if available.**
- i. Major revenue drivers by product / service and geography, including extra detail around the revenue contribution of the innovation you intend to scale through participation in WE4F. What share of revenue has this innovation represented historically? In what currencies do you earn revenue? Are any of your revenue drivers dependent upon concessions from or preferential market access through governments?
 - ii. Operating profit: What types of variable and fixed costs do you incur? How much depreciation do you record? Is your operating profit currently positive? If so, has it always been?
 - iii. Do you currently have any outstanding loans, and if so what is the amount and interest rate, as of the end of your last fiscal year?
 - iv. What is your effective tax rate, by country / tax jurisdiction?
 - v. Is your net income currently positive? If so, has it always been?
 - vi. If applicable, how much inventory do you hold (stock levels) at a given time? Where is it stored, and how long does it take you to cycle through inventory?
 - vii. If you sell your product or service on credit, how long does it typically take customers to pay in full? Does this involve an end-user financing function? If so, what type of credit analysis do you perform, and / or do you have a bank or non-bank lender partner to assist with this?
 - viii. If applicable, do you manufacture your own products? What type of machinery or equipment is required, and do you own it? Where did you source it from, who services it, and how often does it need to be replaced?
 - ix. When you buy raw materials or inputs (or inventory if you do not manufacture your own), how long do you have to pay your suppliers?
 - x. Do you have a bank overdraft account or similar arrangement to borrow cash short-term?

- xii. Please describe any long-term debt you have incurred, whether or not you still currently owe a remaining amount
 - xiii. How many shareholders does your organization have, if applicable? Do they receive dividend payments on a regular basis?
 - xiv. In a typical year, do you have positive cash flow?
- 3) Describe your expansion plans. How will you continue to grow revenue? Will you expand by selling the same product / service to existing or new customers in your current market, to new customers in a new market, or by selling a new product / service to existing or new customers in your current market, or in a new market?
- i. Do you have a specific expansion business plan in place? **If so, please share a PDF copy.** What is your market entry strategy?
 - ii. What role in your expansion is played by the innovative product or service you are presenting to WE4F? What percentage of revenue does this product or service currently represent (most recent fiscal year) and how much will it represent after your expansion is complete?
 - iii. Will you expand only through selling more of this specific product / service, or will you sell others as well?
 - iv. If your expansion failed, would your business survive? Why or why not? What safeguards do you have in place to ensure survival?
 - v. If you are expanding into a new country, what types of commercial or network partnerships have you already established? Please provide specific details of these companies or organizations, their expertise and qualifications, the role they will play in your expansion, and what your formal relationships will be (e.g. joint venture partner, vendor, subsidized / not-for-profit partner such as an NGO or donor)
 - vi. What is the total addressable market (TAM) of consumers you intend to penetrate with your expansion? Will all of them be potential customers for your WE4F-relevant innovation, or only a subset? Please explain how you arrive at this figure.
 - vii. What is your anticipated market share 6 months after your first successful sale in the new market (if expansion involves new customer segments and / or geographies)? A year? Three years? Please provide detailed evidence for these assumptions.
 - viii. What revenue growth do you forecast as a result of this expansion? Please state your most likely estimated revenue figure three years after successful expansion.
 - ix. Do you have a detailed list of all costs that will be incurred by your intended expansion, whether materials, machinery, logistics, personnel,

permitting, or any other expense? In what currencies will you incur these costs?

- 4) Describe your plans to finance your expansion.
- i. What is the total cost of your expansion? Will it be incurred all at once or in phases?
 - ii. How much have you already invested in this expansion? From what sources (e.g. cash from your own balance sheet, a loan, third-party equity capital, a shareholder loan, a further equity injection from one of your existing shareholders, grants)?
 - iii. What type of outside capital would you look to raise to finance your expansion in the next 12-24 months? If debt and equity, what is your preferred ratio and why?
 - iv. How much debt do you think your organization can currently support, assuming quarterly amortization payments with no grace period and a 12% interest rate? Please provide details.
 - v. How much dilution are your current shareholders willing to accept, if applicable? Would you sell a majority stake in your business to raise capital for your expansion, or only a minority stake? Why?
 - vi. Do you have existing relationships with equity investors, including venture capital investors? With banks? Please explain.
 - vii. Have you ever been denied a bank loan? If so, what feedback did the bank give you? Have you ever unsuccessfully tried to raise equity capital? If so, what happened?
 - viii. Have you ever calculated, or been told by an outside source (including an equity investor with whom you were negotiating) what your business is worth?
- 5) 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

Please note that this section refers specifically to the WE4F-relevant product or service that makes you eligible for consideration under this program. Kindly do not present any other products or services that your organization offers.

30% of Full Application Score

- 1) Describe your innovation in detail by addressing the following:
 - i. What is your innovation? Please provide a technical description of how your innovation works, especially any proprietary technology. Are there patents or copyrights associated with this technology? **Provide back-up documentation in the form of 1 PDF of no more than 3 pages.**
 - ii. What are the specific critical barriers or problems related to the water-energy-food nexus that your innovation addresses?
 - iii. What percentage of your overall revenue is represented by this innovation (most recent fiscal year)? What other products or services does your organization offer (brief list only, not descriptions)? If your innovation failed, would your organization survive? Please explain
 - iv. How was your innovation developed, from 'idea stage' through to commercialization at scale? Where and when was your innovation launched? Has your innovation changed or developed since launch, particularly with regard to technology and design? If so, what led to these modifications?
 - v. How adaptable is your innovation? For instance, is implementation a 'plug-and-play' exercise (i.e. there is only one type of product and customers use it as-is), or does it require specific tailoring or calibration for different use cases and / or customer segments, either during installation or use?
 - vi. Describe the manufacturing process for your innovation. If a physical product, do you own the machines required to produce the innovation or does a supplier manufacture it for you? If a supplier, do you have just one supplier or do different suppliers provide different parts which you then package together or assemble?
 - vii. Do you track key performance indicators for your innovation? How do you gather this information? How has your innovation's performance been compared to your performance targets?

- 2) Describe your innovation's current and / or expected customers / end-users by addressing the following questions (if you sell to a wholesaler or retailer through a B2B model please comment on the ultimate customer, i.e. women and men smallholder farmers):
 - i. Who are your innovation's current and / or expected customers' profiles? Please include information on gender; age; type of agricultural activity (e.g. primary production, processing); if a primary producer, their average farm size; estimated average income (in purchasing power parity-

adjusted current USD); and the general locations / geographies in which the agricultural activity takes place. If you sell to different types of customers, please provide an approximate percentage of each type, delineated by geography and type of agricultural activity (e.g. 80% grain millers in southern India, 20% spice millers in Bangladesh)

- ii. What drives demand for your innovation from these customers? How does it bring them value (e.g. allows higher yields, allows better quality outputs that command higher prices, allows storage and preservation so they aren't selling amidst a post-harvest supply glut, etc.)
- iii. Do these customers need to modify their existing practices or behaviors to use your product or service? What incentives are there for your customers to use your product or service?
- iv. Is there significant risk for customers to switch to your product? If so, how do you manage risk for these customers?
- v. Do you expect customers to purchase your innovation just once, or is could you have repeat customers? If you provide a service, how frequently do customers require this service?
- vi. What is the retention rate for repeat customers? If you've lost customers, what reasons are cited for not continuing to use your product or service?
- vii. Do you solicit feedback from your customers? If so, have you incorporated feedback from your customers into your product or service offering?
- viii. Are there any customer segments that your product does not currently target but would like to? If so, what are the barriers to doing so?

3) Provide an overview of the competitive landscape and market for your innovation.

- i. What is the estimated current total addressable market (i.e. everyone you could conceivably reach who would probably want to buy your product or service) for your innovation? How do you see this evolving, and what are the major drivers of demand growth and / or decline?
- ii. What is the estimated current market share of your innovation?
- iii. What are the major substitutes for your innovation in the market? What are the strengths and weaknesses of your innovation compared to these substitutes?
- iv. If a competitor firm were to want to introduce a rival product or service in your market, what barriers would they face in doing so (please note this refers to the product or service specifically, not the competitor overall)

- v. Please provide a list of known or perceived rival products or services, noting that this may be different from rival *companies*

4) Describe the unit economics of your innovation:

- i. What price do you currently charge customers for your innovation? How long have you been charging this price, and approximately how many sales have you made at this price? Have you had to increase or decrease your price in the past in order to maximize sales? How did you know how to do this (i.e. trial and error, focus groups, polls, third-party research, comparisons to similar products, customer interviews)?
- ii. How much does your innovation cost to produce? If a product, please include cost information on raw material inputs as well as costs to manufacture, store, move and install your innovation. If a service, please include cost information for the personnel performing the service, special equipment it involves, logistics expenses, etc.
- iii. Is the price you currently charge for your innovation greater than the total cost to produce and deliver it? If not, do you have a clear path to reduce costs or increase price? If not, how does your business or organization manage this loss-making situation?
- iv. How do customers pay for the innovation (i.e. do they pay the full cost upfront, pay in installments, use pay-as-you-go (PAYG) enabled technology, lease the innovation, etc.)?
- v. For customers that do not pay upfront in cash, how do they typically finance the innovation (e.g. loans from banks or non-bank lenders like MFIs, installment payment plan through you, installment payment plan through third-party provider, etc.)?
- vi. Do any of your customers receive a government or donor subsidy for the purchase of your innovation? If so, do you sell to the government or donor at full price and they then sell to end-users at a discounted price, or do you sell directly to customers and the government or donor provides them with money to offset the cost?
- vii. Do you provide any type of customer financing? If so, please provide an overview of the financing support.
- viii. Are there any challenges related to customer payment and/or pricing? In the case of customer non-payment, what recourse do you have (e.g. for a PAYG service, you would shut the service off)?

5) Describe the expansion and growth strategy for your innovation:

- i. How many customers did you sell your product or service to in the most recent fiscal year?
- ii. Please describe the expansion and growth strategy for your specific innovation. What are the key elements and timeframe for your growth strategy? How does this fit into your organization's growth strategy overall? Are they the same, or is the innovation only a part of a broader growth strategy?
- iii. How do you anticipate your innovation's contribution to total revenues evolving over time? Will it be a greater percentage, the same, or less?
- iv. Keeping in mind your response for Question 4 in the *Commercial / Financial Viability* section above, what are your projected sources and uses of capital specific to your innovation expansion strategy? (E.g. you might say, out of the US\$5m we want to raise, we want to US\$3m in debt to finance expansion into a new country across all business lines, and US\$2m in equity to finance adaptation and production of our WE4F innovation specifically for this new market)
- v. Outside of failing to receive the required funding, what are major potential barriers and obstacles you foresee in implementing the innovation's expansion and growth strategy?
- vi. As a result of your expansion and growth strategy, how many customers / end-users of this innovation do you expect to have by the year ending 2023? What assumptions went into your analysis?

6) WE4F uses both standard and custom indicators to track supported innovators' progress.

- i. In the sections below, please provide numerical targets for each of the Water and Energy for Food standard and custom indicators. Please then describe the activities you will undertake to meet those targets.
- 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.
- iii. In this section, please describe the challenges that you foresee that might hinder you from meeting the targets for standard indicators described above.

Sustainability/ESG in Developing or Emerging Country(ies)

In this section, we want to hear about your core management team's on-the-ground experience in your existing market(s) and in target countries / markets to which you plan to expand. WE4F will not look favorably upon management teams comprised of expatriates based remotely or with very little operating experience in the S / SE Asia region.

30% of Full Application Score

- 1) Describe the experience of your core management team (i.e. those with decision authority over strategy and operations) in the S / SE Asia region, specifically the country(ies) in which your organization is currently registered / incorporated and those to which you intend to expand, if applicable.
 - i. How many expatriates are part of your core management team, if any, and how many years of experience do they each have in your current and target countries? Please provide a breakdown by position and time.
 - ii. Where is your core management team currently based? If this is different from your 'operational headquarters' why is this the case?
 - iii. If COVID-19 travel restrictions were not in place, how frequently would members of your core management team travel to and from key sites along your value chain? Please describe in detail (e.g. your operations manager is based in Singapore and visits production facilities in Indonesia once every two months, or your sales manager is based in Mumbai but visits key customer accounts in Dhaka every month)

- 2) If you intend to expand to a foreign country, what types of local partnership arrangements do you have in place already in the target country? These could be distributors, wholesalers, vendors, joint venture partners, merger or acquisition targets, or non-commercial partners such as NGOs who perform agricultural extension services to enhance sales and marketing of your product or service. Please be specific about partnerships you have already put in place to prepare for this expansion. **Please also provide letters or other indications of commitment (e.g. contracts, memoranda of understanding, letters of support, negotiation documents) as evidence of your partnership strategy.**

- 3) Describe your understanding of the enabling environment in your country(ies) of operation:
 - i. Provide detail about the legal and regulatory challenges in the country(ies) in which you currently operate and propose to expand,

including specific laws and policies that will either foster or inhibit the execution of your expansion plan.

- ii. Are there any industry associations, professional organizations or other types of networks to which your organization belongs or aspires to belong? What benefits do you see from such affiliations, and how would you operationalize those benefits to help grow your business and / or achieve greater social and / or environmental impact?
- iii. Do you currently receive any advantages such as concessions or subsidies from a national or regional government? Please describe

4) Describe your understanding of the economic role of women within the customer base you serve or intend to serve, and their potential as beneficiaries of your innovation.

- i. Does your innovative product or service have the ability to provide women with greater economic empowerment relative to their current status quo? Please provide a detailed explanation of how this will be achieved, and what you expect the effect might be in a social context.
- ii. What types of economic activities are women directly responsible for in your current and / or target markets?
- iii. Is it likely that your innovation is or will be directly used by women?
- iv. Have you ever directly marketed to women based upon an understanding of their role in the agricultural value chain specifically? Please describe this marketing effort and the results or outcome
- v. How would women as a customer segment fit into your business model overall, and specifically to marketing and sales of your WE4F innovation?
- vi. How can women benefit directly or indirectly from your innovation (e.g. they are able to earn more money for their households, they save significant amounts of time each day or week by no longer having to perform certain tasks manually or walk long distances to collect or deliver resources, etc.)?
- vii. Could your innovation influence gender dynamics in the communities affected by your innovation in such a way that women enjoy greater relative equality and / or prosperity? Please explain how in detail.

5) Describe your understanding of how your innovation impacts the natural environment.

- i. If operating in the water-food nexus, what effect does your innovation have on water management? Does your innovation directly source water from streams, rivers or lakes or does it rely on boreholes drilled to access

groundwater from aquifers? If involved in irrigation, have you ever had an assessment completed by a qualified expert to understand potential risks posed to local water tables by over-irrigation? Do you offer training to customers / end-users about how to avoid overuse of water?

- ii. If operating in or touching the fertigation or fertilizer space, have you studied the potential effects on soil health of overfertilization, and the follow-on effects on the surrounding ecosystem such as contamination of nearby bodies of water?
- iii. If operating in pesticides space, are there any plans for phasing out hazardous pesticides and replacing them with alternative methods to promote sustainable management of natural resources
- iv. Have you ever directly designed or worked with agricultural extension service providers to design an education program instructing customers / end-users on how to utilize your innovation in such a way that minimal alteration to the environment occurs?

6) Describe your approach to the poor as a customer segment (also known as Base of Pyramid (BOP) populations).

- i. What is the national poverty line (in current USD) in your current and anticipated country(ies) of operation?
- ii. What percentage of those below the poverty line work in agricultural sectors?
- iii. What percentage of your organization's existing customer base would you estimate as being below the national poverty line? What would you estimate their annual earnings to be? How does this factor into the pricing scheme and sales and marketing functions of your business?
- iv. Keeping in mind your responses to Question 4 above in the *Innovation Viability* section, how do you / could you modify your sales operations to cater to customer segments with a very low ability to pay for your innovation?
- v. How do BOP customers benefit from your innovation (e.g. higher yields result in greater sales volumes of crops, better quality outputs result in higher prices, time saved permits more economically productive activity in a day or week, job creation, financial and physical security, control over their produce sales, fair remuneration etc.)?

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.

1) 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 budget 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 S/SE ASIA RIH will be required to perform a Pre-Award Survey prior to receiving any WE4F funding. The WE4F S/SE ASIA 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 S/SE ASIA 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 S/SE ASIA 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 S/SE ASIA RIH will not make an award.

Appendix 3 - Budget Information Requirements

1) 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 S/SE ASIA 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]