WATER AND ENERGY FOR FOOD: 
A GRAND CHALLENGE FOR DEVELOPMENT

Open Call for Innovations (O-CFI) 
South and Southeast Asia

Primary Point of Contact: 
WE4FAAsiaBids@tetratech.com 
Subject: Open Call for Innovations
Date Issued: April 7, 2023
Closing Date and Time: Application is open on a rolling basis

Subject: Open Call for Innovations for Water and Energy for Food South and Southeast Asia Regional Innovation Hub

Dear Prospective Applicants:

The German Federal Ministry for Economic Cooperation and Development (BMZ), the European Union (EU), the Ministry of Foreign Affairs of the Government of the Netherlands, The Norwegian Agency for Development Cooperation (Norad), Sweden through the Swedish International Development Cooperation Agency (Sida), and the U.S. Agency for International Development (USAID) invite eligible organizations to respond to the Open Call for Innovation (O-CFI) Water and Energy for Food: A Grand Challenge for Development (WE4F) Call for Innovations.

WE4F is designed to support the scaling-up of innovations in the water-energy-food nexus across 15 countries in South and Southeast Asia region through the combination of either technical assistance, investment facilitation, and/or grantmaking for WE4F innovations. The O-CFI solicitation describes the purpose of the program and the types of organization that it will support. It also indicates the process for preparing and submitting proposals and outlines criteria that will be used to evaluate the proposals.

Matching Grant Awards: While the technical and investment facilitation assistances will be the key supports from WE4F S/SEA RIH, prospective applicants will be eligible to receive a matching grant worth from US$ 25,000 to US$ 200,000, depending on awardee’s ability to scale the business and create social/environmental impacts. It is good to note that all awardees will be required to contribute matching capital equal to the grant value or, preferably, more. The matching capital must include cash contributions while partial non-cash contributions can also be considered on a case-by-case basis. WE4F S/SEA RIH is operated on behalf of 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.

Due Date: The WE4F S/SEA RIH will accept O-CFI applications on a rolling basis via the Online Application Platform (link). Applicants should retain a copy of their proposals and accompanying uploaded documents for their records.

Questions: Prospective Applicants who have questions concerning this O-CFI must submit them to WE4FAsiaBids@tetratech.com.

Issuance of this Open 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. Furthermore, the WE4F S/SEA RIH reserves the right to reject any or all proposals received.

Sincerely,
Radtasiri Wachirapunyanont
Regional Innovation Hub Manager
BACKGROUND

This document provides details about the application process of the Water and Energy for Food Challenge Fund S/SEA: Regional Open Call for Innovations.

What is the WE4F S/SEA Regional Innovation Hub (RIH)? Water and Energy for Food (WE4F): A Grand Challenge for Development is a joint international initiative of the German Federal Ministry for Economic Cooperation and Development (BMZ), the European Union (EU), the Ministry of Foreign Affairs of the Government of the Netherlands, The Norwegian Agency for Development Cooperation (Norad), Sweden through the Swedish International Development Cooperation Agency (Sida), and the U.S. Agency for International Development (USAID).

The South and Southeast Asia (S/SEA) region is subject to many challenges including food security, water scarcity, climate impacts, environmental degradation, and unemployment. Sustainable agricultural development does not only ensure environmental sustainability but is also pivotal to tackling poverty and improving livelihoods. It can even be more vital in the S/SEA region where half of the land is arable, and 60% of the population depends on agriculture.

Although the S/SEA region’s water-energy-food challenges are severe, they present an opportunity for local organizations to find solutions for the most pressing water and energy issues in food production/processing and agriculture.

The WE4F S/SEA RIH supports organizations that work in the 15 target countries in the S/SEA Region (Appendix I) and lead to production or processing of more foods while using less water and/or energy, to impact food security, gender equity and poverty reduction in an environmentally sustainable way. Together with investors and partners, the WE4F S/SEA RIH works to scale mid- to later-stage organizations that have an environmental and social impact in the water-energy-food nexus.

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

- Redesigning your business model for growth and impact
- Developing your marketing strategy
- Optimizing your production processes and organizational structure
- Promoting gender inclusion in your value chain
- Receiving more than 20 other growth support services such as export readiness, technical, and impact aspects.

The WE4F S/SEA RIH will also help you in

- Building your network across the South and Southeast Asia region
- Becoming investment ready to access needed debt and/or equity funding.
- Developing partnerships with financial institutions for end user finance
- Receiving milestone-based cash grants (This will be tied to the level of impact, performance and scalability).
Our Support Team: The support is delivered by leading S/SE Asia-based experts from Tetra Tech, CrossBoundary, and DevWorks International who have collectively helped over 200 organizations improve their business scalability, create gender-inclusive value chain, increase investment readiness and raise over US$ 750 million. You will also have access to and be supported by a pool of over 100 leading experts and consulting companies across the S/SEA region.

Application Process: The application process is broken down into a five-stage selection process, starting with the Concept Note stage followed by the Full Proposal stage, co-creation of WE4F’s supports and the awarding stage. The application process will be different between the prospective applicants who will request matching grants and the ones who will request only technical assistance and/or investment facilitation support.

- Explore interest and Review selection criteria on WE4F website
- Submit eligibility assessment and concept note
- Submit full proposal
- Co-creation of WE4F supports (Acceleration Workplan)
  - Awarded only TA
  - Awarded TA and matching grant
    - Complete pre-award survey and compliance assessment
    - USAID and Secretariat's approval
    - Founding Partners’ approval
- Onboarding
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<th>Description</th>
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<tr>
<td>ADA</td>
<td>Americans with Disabilities Act</td>
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<tr>
<td>ADS</td>
<td>Automated Directives System</td>
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<td>AIDAR</td>
<td>Agency for International Development Acquisition Regulations</td>
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<tr>
<td>AO</td>
<td>Agreement Officer</td>
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<td>AOR</td>
<td>Agreement Officer Representative</td>
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<tr>
<td>APS</td>
<td>Annual Program Statement</td>
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<td>BAA</td>
<td>Broad Agency Announcement</td>
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<td>BEO</td>
<td>Bureau Environmental Officer</td>
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<td>CCR</td>
<td>Central Contractor Registration</td>
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<td>CFI</td>
<td>Call for Innovations</td>
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<td>CFP</td>
<td>Call for Proposal</td>
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<td>CFR</td>
<td>Code of Federal Regulation</td>
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<tr>
<td>CO</td>
<td>Contracting Officer</td>
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<tr>
<td>COR</td>
<td>Contracting Officer’s Representative</td>
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<tr>
<td>DUNS</td>
<td>Data Universal Numbering System</td>
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<tr>
<td>DQA</td>
<td>Data Quality Assessment</td>
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<tr>
<td>EMMP</td>
<td>Environmental Mitigation and Monitoring Plan</td>
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<td>EST</td>
<td>Eastern Standard Time</td>
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<tr>
<td>ESG</td>
<td>Environmental, Social and Governance</td>
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<td>EPA</td>
<td>Environmental Protection Agency</td>
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<tr>
<td>FAR</td>
<td>Federal Acquisition Regulation</td>
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<tr>
<td>FSN</td>
<td>Foreign Service National</td>
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<td>GCD</td>
<td>Grand Challenge for Development</td>
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<td>IEE</td>
<td>Initial Environmental Examination</td>
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<td>IFR</td>
<td>Invitation for Bids</td>
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<td>IR</td>
<td>Intermediate Result</td>
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<td>LOC</td>
<td>Letter of Credit</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MB</td>
<td>Megabyte</td>
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<td>M/OAA</td>
<td>USAID/Washington’s Office of Acquisition and Assistance</td>
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<td>NICRA</td>
<td>Negotiated Indirect Cost Agreement</td>
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<td>OFAC</td>
<td>Office of Foreign Assets Control</td>
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<td>OMB</td>
<td>Office of Management and Budget</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<td>NGO</td>
<td>Nongovernmental Organization</td>
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<td>PAEGC</td>
<td>Powering Agriculture: An Energy Grand Challenge</td>
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<td>PCA</td>
<td>Partner Contracted Audit</td>
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<tr>
<td>PD</td>
<td>Program Description</td>
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<tr>
<td>PDF</td>
<td>Portable Document Format</td>
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<tr>
<td>PMP</td>
<td>Performance Management Plan</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and Development</td>
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<tr>
<td>RF</td>
<td>Results Framework</td>
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<tr>
<td>RFA</td>
<td>Request for Application</td>
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<td>RFQ</td>
<td>Request for Quotes</td>
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<tr>
<td>SF</td>
<td>Standard Form</td>
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<tr>
<td>SWFF</td>
<td>Securing Water for Food</td>
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<tr>
<td>USAID</td>
<td>U.S. Agency for International Development</td>
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<tr>
<td>USG</td>
<td>Government of the United States of America</td>
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</table>
Commonly Used Terms and Definitions

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

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Apparently Successful Applicant(s)</td>
<td>The Applicant(s) for the WE4F S/SEA RIH funding recommended for an award after technical evaluation, but who has not yet been awarded a grant or other type of awards. Apparently successful applicant status confers no right and constitutes nor the WE4F S/SEA RIH commitment to an award, which still must be obligated by WE4F.</td>
</tr>
<tr>
<td>Award</td>
<td>A form of implementing mechanism through which the WE4F S/SEA RIH transfers funds to an implementing partner, generally selected through a competitive process resulting a grant or other agreement. Source: ADS</td>
</tr>
<tr>
<td>Awardee</td>
<td>The organization selected to receive funding under this call for innovations.</td>
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<tr>
<td>Base of the Pyramid (BOP)</td>
<td>Socio economic group with annual income below US$ 3000 in local purchasing power or daily income below national poverty line.</td>
</tr>
<tr>
<td>Biodiversity</td>
<td>Biodiversity is the variety of life on earth, including plants, animals, bacteria, and fungi. It also includes all organisms, species, and populations; the genetic variation among these; and their complex assemblages of communities and ecosystems.</td>
</tr>
<tr>
<td>Business Model</td>
<td>The manner in which an enterprise creates, delivers and captures value profitably.</td>
</tr>
<tr>
<td>Open Call for Innovations (O-CFI)</td>
<td>A general announcement of WE4F’s interest including criteria for selecting proposals and soliciting the participation of all offerors capable of satisfying the WE4F’s aims and objectives.</td>
</tr>
<tr>
<td>Customer</td>
<td>Customers are individuals or organizations who buy the products and/or pay for the services from your company/organization.</td>
</tr>
<tr>
<td>Enabling Environment</td>
<td>The set of policy, institutional, regulatory, infrastructure and cultural conditions that govern formal and informal business activities.</td>
</tr>
<tr>
<td>End-user</td>
<td>Individual who uses and/or gains direct or indirect benefits from the products and/or services of the organizations. (S)he does not need to be the customer (to pay for the product/service) but must be the person who uses and/or gain benefits from it.</td>
</tr>
<tr>
<td>Environmental, Social and Governance (ESG)</td>
<td>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/Base of the Pyramid (BoP) impact.</td>
</tr>
<tr>
<td><strong>Environmental Management and Monitoring Plan (EMMP)</strong></td>
<td>Environmental management and monitoring plan is an action plan that defines mitigation measures, monitoring indicators, monitoring and reporting frequency and responsible agency for environmental safeguards compliance. For the template, refer to the following link: <a href="https://www.usaid.gov/environmental-procedures">https://www.usaid.gov/environmental-procedures</a></td>
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<tr>
<td><strong>Food Security</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Food Value Chain</strong></td>
<td>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</td>
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<tr>
<td><strong>Gender Integration/ Mainstreaming</strong></td>
<td>Gender mainstreaming refers to the integration of a gender lens at all stages and levels of policies, programs and projects.</td>
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<td><strong>Good International Industry Practice (GIIP)</strong></td>
<td>Good International Industry Practice (GIIP) is defined as the exercise of professional skill, diligence, prudence and foresight that would be reasonably expected from skilled and experienced professionals engaged in the same type of undertaking under the same or similar circumstances globally. The Environmental, Health, and Safety (EHS) Guidelines are technical reference documents of World Bank Group with general and industry-specific examples of Good International Industry Practice. <a href="https://documents1.worldbank.org/curated/en/157871484635724258/pdf/112110-WP-Final-General-EHS-Guidelines.pdf">https://documents1.worldbank.org/curated/en/157871484635724258/pdf/112110-WP-Final-General-EHS-Guidelines.pdf</a></td>
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<tr>
<td><strong>Households</strong></td>
<td>Households are the family or group of several persons who share the same living accommodation</td>
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<tr>
<td><strong>Innovation</strong></td>
<td>The development and application of unconventional, new (and/or modification of existing) technologies, tools, products, services or processes.</td>
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<tr>
<td><strong>Intervention</strong></td>
<td>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.</td>
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<tr>
<td><strong>Investment Facilitation</strong></td>
<td>All transaction advisory activities required to support a for-profit enterprise with raising commercial debt, equity or mezzanine capital, including but not limited to preparation of marketing materials, financial models, term sheets and investor lists, followed by deal launch, facilitation of investor due diligence, deal negotiation, and financial close.</td>
</tr>
<tr>
<td><strong>Marginalized Group</strong></td>
<td>Groups and communities that experience discrimination and exclusion (social, political and economic) because of unequal power relationships across economic, political, social and cultural dimensions.</td>
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<tr>
<td><strong>Market Driven</strong></td>
<td>Market driven means investment, production and distribution are determined by supply and demand and reflected in freely set prices.</td>
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<tr>
<td><strong>Matching Funds</strong></td>
<td>Cash and non-cash resources of the Prospective Applicants that are set to be used for financing of the project together with the grant funding. The resources can be from the organization’s own resources, governmental funds or any other resources which are not funded by the Federal Government.</td>
</tr>
<tr>
<td><strong>Milestone-based Award</strong></td>
<td>It is a Fixed Amount Award grant where the donor provides a specific level of support and where payment is based on the achievement of milestones. This type of award reduces some of the administrative burden and record keeping requirements for both the recipient and donor. Accountability is based primarily on performance and results.</td>
</tr>
<tr>
<td><strong>Organization</strong></td>
<td>In this document, the organization refers to for-profit, nonprofit, academic, finance institutions, and other actors that are eligible to apply for the call for innovations. Additional details on Eligibility criteria are outlined in SECTION II – APPLICATION AND SUBMISSION INFORMATION</td>
</tr>
<tr>
<td><strong>Online Application Platform</strong></td>
<td>The online application platform defines the website that all Applicants will use to submit an application to the Water and Energy for Food solicitation (<a href="link">link</a>).</td>
</tr>
<tr>
<td><strong>Peer or Expert Review</strong></td>
<td>Peer review is a process of evaluation involving qualified individuals from the relevant field.</td>
</tr>
<tr>
<td><strong>Scaling</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Sustainable Scale</strong></td>
<td>A technology and associated business model which is financially, socially, and environmentally sustainable to unlock growth in new and larger markets.</td>
</tr>
<tr>
<td><strong>Total Addressable Market (TAM)</strong></td>
<td>Total Addressable Market (TAM) is the total opportunity available to the company if 100% of the relevant customers the company could conceivably reach would probably want to buy the product or service.</td>
</tr>
<tr>
<td><strong>Target Area of Operation</strong></td>
<td>The target area of operation defines the primary geographic location and/or market for project implementation and impact.</td>
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SECTION I. PROGRAM DESCRIPTION

1. Why Join WE4F’s Open Call for Innovations (O-CFI)

The WE4F S/SE Asia RIH is designed to support innovators in growing their businesses by tackling business growth matters, technical aspects, environmental and social impact, and access to finance. The selected innovators will have access to all the below support from WE4F S/SE Asia RIH.

Technical Assistance and Enabling Environment Supports:
Innovators will receive tailored and intense support to help them rapidly grow through:

- Redesigning your business model for growth and impact
- Developing your marketing strategy
- Optimizing your production processes and organizational structure
- Promoting base of the pyramid impact, gender inclusion, and environmental sustainability in your value chain
- Receiving support on developing strategic partnerships, policy, and legal compliance for expansion

In addition to the above example of TAs, more than 20 other services, such as investment readiness, technical, and impact aspects, are available for all WE4F S/SSE Asia RIH innovators. Furthermore, beyond the internal team of experts, innovators will also have access to support from a pool of over 100 leading experts and consulting companies across the S/SE Asia region.

Investment Facilitation Supports:
With US$ 6 million successfully mobilized and over US$ 40 million worth of deals in the pipeline, the Brokering Unit provides WE4F S/SE Asia innovators with comprehensive investment facilitation services. The Brokering Unit works with innovators to thoroughly prepare them for the capital-raising process and introduce them to third-party providers of at-risk capital (e.g., debt, equity, and convertible notes). Targeted innovators for investment facilitation support include growth-stage, private for-profit enterprises requiring support by engaging investors and accessing growth capital to scale commercial operations and impact.

The Brokering Unit’s transaction advisory services include the creation and / or refinement of investment materials such as teasers, investment memorandum, or financial models, as well as support with the deal launch and execution process. Each engagement is tailored to the needs of supported enterprises. In instances where enterprises are not yet ready to interface with investors, the Brokering Unit collaborates with the Technical Assistance Unit to devise an appropriate set of support to help them reach investment readiness.

Total of US$ 700,000 Matching Grant Fund available:
Some successful innovators will be eligible to receive a matching grant worth from US$ 25,000 to US$ 150,000, depending on the awardee’s ability to scale the business and create social/environmental impacts. All awardees will be required to contribute matching capital equal to the grant value or, preferably, more. The matching capital must include cash contributions while partial non-cash contributions can also be considered on a case-by-case basis. For more information, please refer to Appendix 3- Grant Management and pre-award requirement section below.
2. Target Groups of the WE4F Grand Challenge Open Call for Innovation (O-CFI) program

Through our support for Innovations, WE4F expects to target poor or vulnerable men and women, smallholder farmers and others working in all parts of the agriculture value chain. This section highlights the program’s eligibility criteria as well as prioritized thematic areas, organizations, and Innovations. Organizations with large potential for sustainable scaling that have previously received support and proved successful in the introduction phase from either Securing Water for Food or Powering Agriculture Grand Challenges as well as organizations who have applied to and have or have not been accepted to WE4F’s first and second Regional Call for Innovations are also invited to apply.

2.A: Thematic Areas
The WE4F Founding Partners have identified priority thematic areas in which innovation is urgently needed as mentioned below. However, it is good to note that 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: Priority Organizations and Innovations
The WE4F Founding Partners have identified priority types of organizations and Innovations. Innovations prioritized by Water and Energy for Food could include, but are NOT limited to, the below:

- **Energy- Agricultural processing**: This includes Innovations which use renewable energy or aim to improve the energy efficiency of value-added food processing including the transformation of raw agricultural goods to food stuffs or the changing of food stuffs to other more valuable forms.
- **Women-led, managed, or owned organizations** or organizations with a track record of serving at least thousands of female-end users in agriculture and food value chains.
- **Organizations which demonstrate strong capabilities to monitor and document key programmatic KPIs** such as the end-users benefitting from the Innovation and the impact on water and/or energy savings (e.g., through CRM systems, data loggers, etc.).
- **Organizations that have a clear positive environmental impact and impact on Base of the Pyramid (BoP) and vulnerable communities** through the provision their Innovation to end-users and/or in their value chains.
- **Digital solutions**: This includes Innovations which are digital in nature and improve the water and/or energy efficiency of agricultural processes but cannot be defined by one single other Innovation type listed.
- **Financial solutions**: This includes Innovations which improve the financial access or financial resources of actors within the food value chain including food producers, food processors, and direct end-users of agricultural goods.

While the program is targeting organizations established or operating in the SSEA countries in Appendix 1 – Eligible Countries of Implementation, applicants from Bhutan, Laos PDR, Malaysia, The Philippines, Thailand, Sri Lanka and Timor Leste are strongly encouraged to apply.
2.C: Characteristics of Supported Organizations

WE4F works with entrepreneurship and innovation through the following actors, who are defined as “organizations”:

- Private, for-profit companies that a major part of their business model and innovation addresses the nexus of water-energy-food.
- Nonprofit organizations, non-governmental organizations or universities which maintain their own budget, are able to generate revenue and that do this by commercializing an innovative product or service that addresses the nexus of water-energy-food.
- 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.

The O-CFI targets supporting organizations with the following characteristics:

a) **Operate with a financially sustainable business model, either as a private company or a nonprofit organization or academic institution that is responsible for sustainably generating revenue; be able to demonstrate a revenue track record selling the water-energy-food nexus-relevant product or service.** WE4F is focused on financially viable businesses or organizations that can showcase a proven revenue model. The water-energy-food nexus-relevant product or service must represent the 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 organizations that scale only through the securing of successive grants or subsidies (except nonprofit organizations), or that do not intend to scale. 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 financially sustainable. The organizations should be expanding the scale and scope of their sale of innovative products and services in a way that creates a financially viable model and ideally positive free cash flow and net income. All supported awardees must prove that 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 a description of the organization’s long-term financial management plan to support the innovation. Equally as important, supported awardees must also be able to successfully integrate their products and / or services into the existing social, environmental, and institutional ecosystems of the countries of implementation and provide environmental benefit. Preference will be given to organizations that showcase net positive environmental benefits, especially related to climate resilience, natural resource management, and biodiversity conservation.

e) **Understand and incorporate 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. WE4F will emphasize the importance of access to the solution by 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.** WE4F 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 or improves gender equality.** 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 potential 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 efficiency in the implementation of the business plans and help the organization become more resilient and profitable. It 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 (as customers, users, employees, supply chain actors) is not only a moral and institutional imperative; it is also a profitable thing to do. Thus, WE4F is giving preference to innovations that enhance the roles, skills, and capacities of women and improve intra-household gender equality. 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 strong financial systems and financial growth models/sustainability plans and ability to adapt these in different scenarios.** WE4F SSEA RIH is resourced and prepared to assist organizations that already have sound financial plans. As a result, all
applicants will be required to submit financial documentation as well as a description of the organization’s long-term financial sustainability plan to support the innovation.

k) **Have a basic understanding of Environmental, Social and Governance (ESG) issues and showcase strong commitment to ESG integration into their business model.** WE4F is a program that is focused on promoting the integration of ESG issues into supported organizations business models and day-to-day operations as such integration presents compelling business and development cases. The supported organization must comply with the WE4F 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 supported organization must showcase commitment to further integrating 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 6 for the full WE4F ESG guidelines.

l) **Have a gender balanced team which can scale up innovation in a sustainable manner.** Organizations gain from diverse leadership that makes them more resilient and innovative. Gender and racial diversity should therefore be a key business goal. This can reflect 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.

2.D: 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 organizations commercializing 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 fund proposals that do not present a viable business model with sufficient backup documentation for financial sustainability. The program also will NOT support very early-stage companies/organizations.

Applications that will **NOT** be eligible for award include:

- Applicants that do not operate as a legally registered entity (for-profit business or group within a nonprofit or academic institution) in at least one of the countries mentioned in Appendix 1.
- 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 unit or organization.
- 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).
- Innovations that fail to clearly demonstrate their positive impact on the poor and women.
• Innovations that fail to demonstrate their positive impact on the environment or actions taken to prevent ALL negative effect to the environment (including natural resource management, water resource management, climate resilience, and biodiversity).
• 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.
• Innovations focused on agricultural products and services without a significant and sustainable water or energy efficiency component.
• Organizations using or promoting the usage of pesticides either directly or indirectly in their operations.
• Products/solutions that require any sort of construction or land levelling/development activities.
• Innovations designed to use fossil fuels.
• Large dam projects for water capture and storage.
• Solar mini-grid, micro-grid or Pico projects that lack an explicit benefit to food value chains.
• Wastewater treatment projects that lack an explicit benefit to food value chains.
• Large infrastructure projects.
• Large corporations for which the sale of WE4F nexus-relevant products or services does not represent at least 50% of revenue and / or for which expansion of WE4F nexus-relevant technologies is not a priority objective for strategic growth.
• Technologies that have not reached a minimum customer base of 5,000 customers for a product/solution that costs less than US$ 100. If the business model is B2B, then combined end-users of all direct customers should be more than 5,000.
• Technologies that have not reached a minimum customer base of 1000 customers for a product/solution that costs more than US$ 100. If the business model is B2B, then combined end-users of all direct customers should be more than 1,000.

3. Eligibility Criteria

Applicants must meet the following minimum requirements to participate in the O-CFI

**Type** – WE4F is open to legally incorporated / registered for-profit 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). In addition, these organizations should **be able to demonstrate a revenue track record selling the water-energy-food nexus-relevant product or service.** WE4F is focused on financially viable businesses or organizations that can showcase a proven and sustainable revenue model.

**Size** – WE4F is open to all relevant organizations / companies regardless of size. We encourage applications from small and medium enterprises (SMEs).

**Location** – Applicants must be legally registered in at least one of the 15 WE4F S/SE Asia countries (Bangladesh, Bhutan, Cambodia, India, Indonesia, Laos, Malaysia, Myanmar, Nepal, Philippines, Singapore, Sri Lanka, Thailand, Timor Leste, and Vietnam). 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).

**Language** – Application responses must be written in English.

**Matching funds or cost-sharing** – All Open Call for Innovation (O-CFI) awardees are required to have at least one-to-one matching funds (cash/cash equivalent) to satisfy the matching requirements. Matching (whether in-kind or cash/cash equivalent) is based on funding provided by WE4F, not the total project budget. For example, applicants who request 100,000 US Dollars (initially) for an innovation would need to provide a minimum of 100,000 US Dollars of in-kind contributions or matching funds, making the total project budget 200,000 US Dollars. The funds must pay for activities that further the growth, development, or commercialization of the organization’s technology (e.g., manufacturing, distribution, marketing).

**Local presence** – All applicants must use the funds to implement the innovation in a developing or emerging country. In addition, applicants must either already have a presence in the S/SEA RIH 15 operating countries above or must have a local partner active and operational since at least January 2022 (supporting documentation required).

**Impact** – Innovations must have a direct linkage between water/energy and the food value chain. Applicants must demonstrate that they are not causing any negative harm to the environment like increased water usage or biodiversity loss. In addition, innovations must directly or indirectly benefit the poor (income, products, opportunities). In addition, applications must contribute to gender equality and strive for a positive impact on the environment while avoiding negative environmental effects and local market distortions.

**Data collection** – Applicants must have in place proven data collection tools and/or processes that capture the number of end-users, contact details, addresses, income category per quintile, and gender amongst others. If the applicant’s main clients are points of sales, distributors, i.e., work on a B2B basis, their direct clients’ end-users will still need to be reported as per the aforementioned criterion.

Applicants from nearly any category of organization or institution are welcome to respond to this solicitation. Specific categories of organizations and institutions that are welcome to respond include, but are not limited to, for-profit and not-for-profit organizations, and regional organizations. WE4F welcomes and encourages high-quality applications, especially from women-owned/women-led enterprises and entrepreneurs from developing countries.

**Government entities and individuals are NOT eligible to apply for funding.**

4. **Open Call for Innovation Selection Process**
The application process is broken down into a five-stage selection process, starting with the Concept Note stage followed by the Full Proposal stage, co-creation of WE4F’s supports and the awarding stage. The application process will be different between the prospective applicants.
who will request matching grants and the ones who will request only technical assistance and/or investment facilitation support.

**Step 1: Submit eligibility assessment and concept note.**
After reviewing the selection criteria of Open-Call for Innovations (O-CFI), all interested applicants must complete the online O-CFI application (link). The application was designed to assess the eligibility of the applicant while the concept note will provide the committee with sufficient information for preliminary evaluation. The applicant will be required to provide primary past performance reference and have the option to upload their pitch deck at this stage. The applicant with all the information should be able to complete the application within 60 – 90 minutes.

**Step 2: Submit the full proposal.**
Following submission of the Concept Note, the eligible and qualified applicants will be invited to submit a Full Proposal. The Full Proposal is meant to provide evaluators with in-depth information about the innovation, the business scalability plan, the environmental and social benefits and the potential supports required. The applicant will be required to present a grant utilization plan and source of matching capital at this stage. If found relevant, the applicant will be invited to present the scalability plan and potential impacts to the RIH’s committee.

**Step 3: Co-creation of the WE4F’s Supports (Acceleration Work Plan)**
If RIH’s Committee finds that the applicant is suitable for the program, the applicant will be asked to complete the Company Introduction Sheet, Needs Diagnostics Survey, and Acceleration Work Plan (AWP). The documents will be shared with the Secretariat and donors during the Secretariat and Donor Approval stage, respectively. The AWP will be co-designed with the innovators to lay out the support which WE4F will provide in the next 12 months. The AWP will be updated on an annual basis.

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| **Step 4: Secretariat’s approval and onboarding**  
The RIH will share the Company Introduction Sheet and Acceleration Work Plan to the Secretariat for their approval.  
The process for TA-only application will not be longer than two months until the applicant is approved by the Secretariat and onboarded. | **Step 4: Pre-award documentations**  
For prospective grantees, all pre-award documents and requirements must be satisfied prior to the Donor’s Approval stage. For more information, please refer to the “Appendix 3: Grant Management and pre-award requirement”.  
The RIH will conduct site visits for all prospective grantees during this stage. |
| **Step 5: Donor’s approval and onboarding**  
RIH will share all above documents to the donors for their approval. Once approved, the WE4F S/SE Asia RIH will start the onboarding and scale-up support process.  
The process for Matching Grant Application will not be longer than four months until the applicant is approved by the Donors and onboarded. | }
IMPORTANT: The applications for this matching grant and technical assistance/investment facilitation support are an ongoing process. However, innovators applying to the program sooner will have better chances to meet target numbers and access to the matching capital. Please note that not all proposals may qualify for grant support and may instead receive technical support on business advisory and investment. Both TA-only innovators and grantees must comply with the reporting requirement of WE4F. For more information, please refer to “Appendix 5 – Reporting Requirements for awarded applicants”.

Figure 1: O-CFI Matching Grant Application and onboarding process
SECTION II – APPLICATION AND SUBMISSION INFORMATION

1. Expression of Interest and Concept Note Stage

1A: General Information

● Name of the organization(s) [Text]
● Title of the WE4F-specific Innovation (if applicable) [Text]
● Your organization’s website or any social media pages. [Text]
● Type of Organization [Choose an item below]
  ○ For-profit; If for-profit, please indicate the type of company (e.g., Joint stock / LLC / Other – Please indicate)
  ○ Non-profit; If non-profit, please indicate any for-profit arms or for-profit partners
  ○ Other – Please indicate.

● Primary point of contact information
  ○ Full name [Text]
  ○ Position title [Text]
  ○ Phone number [Text]
  ○ Fax number (if applies) [Text]
  ○ E-mail address [Text]

● Secondary point of contact information
  ○ Full name [Text]
  ○ Position title [Text]
  ○ Phone number [Text]
  ○ Fax number (if applies) [Text]
  ○ E-mail address [Text]

1B: Incorporation and Operations:

● Are you applying as a standalone Organization or in a consortium? [Choose an item below]
  ○ Standalone Organization
  ○ Consortium
● If you are applying as a consortium, please list the name of the lead organization as well as the name of the other Organizations (co-applicants). [Text]

● For Your Organization (Lead Applicant):
  ○ Name of the organization [Text]
  ○ Year of incorporation [Text]
  ○ Year of start of operations [Text]
  ○ Country (ies) of legal incorporation [Text]
  ○ Country (ies) of operations in S/SEA [Text]

● For the consortium partner(s)/co-applicants:
  ○ Name of the organization(s) [Text]
  ○ Year of incorporation [Text]
  ○ Year of start of operations [Text]
  ○ Country (ies) of legal incorporation [Text]
  ○ Country (ies) of operations in S/SEA [Text]

● If you are not established in any of the WE4F S/SE Asia operating countries, as mentioned in Appendix I of the Solicitation, do you have a local partner? [Yes/No]
  ○ If yes, how many years has your partnership been operational? [Number]
● Share of women in founding and/or management team (%): [Percentage]
● Share of ownership by women (%) [Percentage]
● Share of female employees (part-time and full-time) (%): [Percentage]
● Are you willing to collaborate with WE4F in documenting and providing key impact metrics? [Yes/ No/ Maybe]

Through providing grants, Technical Assistance, and partnership opportunities to fast growing Water/Energy-Food Nexus Organizations ("innovators") as well as supporting the enabling environment in which such innovators operate, WE4F aims to enable 100s of thousands of end-users in agriculture and food production value chains in the targeted countries in S/SEA to adopt affordable water and/or energy saving solutions to enhance their resource efficiency, agriculture and food production productivity as well as their climate resilience. Therefore, the selection of the organizations for the Open Call for Innovation (O-CFI) program, and the extent they could continue to benefit from the program, is contingent upon the provision of key information and data to be provided by the innovators to measure the impact of their solutions on end-users. Such information includes, and is not limited to, the numbers and gender breakdown of the Innovation’s end-users, the changes in income levels, the water and/or energy savings as a result of using the Innovation. Examples of documentation include locations, and contact information of end-users (e.g., from CRM systems), income ranges, savings in energy or water consumption and food produced or processes (e.g., information from data loggers, inputs backed by sales data, publications and/or primary research, etc.). WE4F will also provide a wealth of resources, best practices, training, tools, and one-to-one support to the innovators to prepare the information required and has successfully supported 30+ innovators in S/SEA in upgrading their ability to document and report on key financial and impact matrices.

1C: Innovation Details:
● Describe the Innovation you are applying to WE4F with (energy and/or water saving product/service/solution targeted to agriculture and food value chains in the targeted S/SEA Countries). Please elaborate on your target customers and end-users as well as your business model. [Text and no more than 250 words]

● What is the revenue in the last financial year for the overall organization? What share of your revenues currently come from this innovation?

● Nexus focus area: [Choose an item]
  o Water-Food
  o Energy-Food
  o Water-Energy-Food

● Describe the Innovation you are applying to WE4F with (energy and/or water saving product/service/solution targeted to agriculture and food value chains in the targeted S/SEA Countries). Please elaborate on your target customers and end-users as well as your business model. In addition, you may attach your Organizational Profile. [Text and no more than 250 words]

● Please describe your traction since the start of your operations
  o Do you provide your Innovation directly to Customers (B2C) and/or through a distributor/retailer (B2B)? or both?
  o How many paid Customers in the agriculture or food sector have you acquired since the start of your operations to date? Customers are individuals or organizations
directly purchasing your product or service. Your customers are either farmers/food consumers (when you operate as B2B) or businesses selling products to farmers/food consumers (when you operate as B2C).

- How many end-users in the agriculture or food sector have you acquired since the start of your operations to date?
  - Note: End-users are those who are clearly and unequivocally benefiting from your Innovation, i.e., individuals whose income increases, have access to more affordable products/services, or save on expenses because of your Innovation to the extent which your organization can determine and document. This is given the fact they can be uniquely determined.
  - If you are eligible to apply to WE4F, farmers are either consumers/users of your innovation or suppliers of the food to other customers using your innovation – in both cases, farmers are your end-users.
  - If you sell or procure from farmers through other businesses (B2B model), you will be able to count only the uniquely identifiable farmers as your end-users.
  - Family members of farmers (Number of customers/farmers x average HH size in the region) who benefit from your product or service can also be counted as end-users, particularly in the case of small-scale farmers.
  - Workers in farms or food processing establishments benefitting from your Innovation can be also considered as end-users.
  - Estimate share women end-users, if available. [Percentage]
    - Note: Mention 'Do not Record' if you do not have gender disaggregated data.

- Are there any arrangements that you have undertaken, or are planning to undertake, to ensure that your Innovation(s) is/are accessible and/or affordable to vulnerable groups and the poor? [Text and no more than 250 words]
  - Such arrangements could include product/solution customization, special pricing/financing schemes, tailored communication channels, etc.

- Are there any arrangements that you have undertaken, or are planning to, to ensure that your Innovation(s) is/are accessible and/or affordable to women? [Text and no more than 250 words]
  - Such arrangements could include product/solution customization, special pricing/financing schemes, tailored communication channels, etc.

- Describe the existing or potential positive and negative environmental impacts (especially related to natural resource / water management, climate mitigation and adaptation as well as biodiversity) that could be generated by your Innovation. Please describe your key mitigation measures for the negative impacts. [Text and no more than 250 words]
  - Positive impact e.g. Are there positive effects on biodiversity as result of your solution’s water management, does the innovation support diversification as opposed to monocultures. Does your innovation reduce dependence on fossil fuels; does your innovation prevent loss of crops due to flood or drought or salinity; does your innovation protect the natural habitat (lakes, forests, soil) etc.
  - Negative impact e.g., from procurement to production to distribution to end of life), especially related to natural resource management, including water, and biodiversity, and how you intend to (or already) mitigate any current and future negative risks. Illustrative examples: our mobile solar pumping solution could result in excessive, unmonitored use of water. Mitigate: install digital water meters and monitor water use in real time. Please note that despite the core product/service being environmentally
friendly, collateral/unintended negative environmental impacts can occur during its life cycle and needs to be mitigated.

● How much growth in your customer base (in agriculture and food value chains) do you anticipate from 2023 to 2025? (in numbers and %) Please describe the expansion and growth strategy for your overall organization? How does the product fit in the strategy? [Text and no more than 250 words]

● (Optional) Please upload your pitch decks or organizational profiles.
  o IMPORTANT: In your pitch decks, it is recommended to include
  o Introduction of your Water-Energy-Food innovation
  o Business and revenue model
  o Impacts on smallholder farmers (e.g., technology adoption, affordability and end-user financing)
  o ESG impacts (e.g., water/energy saved, food security, gender, people at the base of the pyramid, etc.)
  o Scalability plan and established partnership
  o Estimated business growth and impacts until 2024.

1D: Matching Grants and WE4F Supports:

● Grant request and Matching Funds
Individual Open Call for Innovation (O-CFI) awards are expected to be up to 200,000 USD depending on the type of funding requested. The period of performance for individual awards is up to one year; the actual period of performance for each award will be determined at the time of award. O-CFI-awarded innovators must match the grant amount by 100%. For example, if the innovator’s budget to scale its Water- and/or Energy-Food nexus solution is 200,000 USD and the grant from the WE4F program is 100,000 USD, the innovator must contribute 100,000 USD in cash or in-kind. O-CFI grants are disbursed on a re-imbursement basis (i.e., the grantee is to submit a monthly invoice for the Allowable Costs as defined by the Grant Agreement as well as the needed back-up documentation and proof of matching spending).
  a. How much investment/financing (in US Dollars) will you need if you were to scale your Innovation to tens or hundreds of thousands (10,000+ to 100,000+) of end-users by 2024? How do you plan to use the investment needed for growth? (Please give examples).
  b. What are your expected sources of funds and/or in-kind contributions to meet this matching fund target with WE4F support?. (please add a monetary value in US Dollars to state your contribution.

● WE4F support your organization? (Select all that apply) [Check list]
  o Technical Assistance
  o Investment Facilitation
  o Partnership and Enabling Environment

● In accordance with the selected choice(s) above, please elaborate how WE4F can best support your scalability. [Text and no more than 250 words]

1E: Eligibility and Consent Questions:

The following questions apply to the Lead Applicant organization.
2. Full Proposal Stage

2A. 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.

- Are there any patents or copyrights associated with your innovation? 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)?
- What is the estimated current total addressable market (TAM) (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? Please provide any market analysis document or presentation, if available.
- What is the estimated current market share of your innovation?
- Please provide a list of known or perceived rival products or services, noting that this may be different from rival companies.
- What is the expected lifespan of a product? What is the level of need for maintenance? Are there any guarantees for the product’s lifetime? Will the innovation require customers to purchase maintenance, or do you provide after-sale services for free? How will customers be able to buy spare parts and how is the after-sale service provided?
- How do you anticipate your innovation’s contribution to total revenues evolving over the next three to five years?
- [For Not-for-profit organizations/Academic institutions only] How is your support vital to the growth and expansion of the business? How do you see your role evolving with the expansion of the business? [NA for for-profit organizations]
- What kind of changes have you made, or do you plan to make to the model/operations in the light of COVID-19 impact on farmers/customers/end-users/operations team?

2B. Business/Financial Viability

Please note that this section pertains to your organization as a whole. In this section we want to hear about your organization. WE4F will not look favorably upon core management teams comprised of expatriates based remotely or with very little operating experience in the S / SE Asia region.

- Please provide at least three years of historical financial statements, including an income statement, balance sheet and statement of cash flows. If you have historical or forecasted financial information in Microsoft Excel documents, please also provide those.
• Please provide major revenue drivers by product/service and geography. In what currencies do you earn revenue? Do you sell to other businesses (B2B), directly to consumers/ end-users (B2C), to governments, or to a combination of these?
• If you sell your product or service on credit, how long does it typically take customers to pay in full? Does this involve end-user financing? Please describe.
• How many existing investors (shareholders) does your organization have?
• 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.
• What is the total cost of your planned expansion? Will it be incurred all at once or in phases?
• Do you intend to raise debt, equity, or something else (convertible debt, e.g.)? How much?
• Do you have an idea of your company’s valuation? If you have already completed equity investment rounds in the past, what was the resulting valuation (post-money) and when was this (month and year)? If you have not completed equity rounds, have you attempted to calculate your own valuation?

2C. Sustainability, BoP Support and Enabling Environment.
In this section, we want to hear about your ESG impact and plans of your business, and partnerships in your existing market(s) and in target countries/markets to which you plan to expand.

• What is your plan (if any) to engage with policies/regulations that most impact your business model either positively or negatively? Does the evolving political context in your countries of operations and expansion impact your work and growth plans? If yes, how do you plan to adapt?
• 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?
• Describe how you involve women as a customer segment/supplier/worker/employee in the business model of your WE4F innovation and how do they fit in your expansion plan? What, if any, changes have you made to your marketing, sales, financing, or hiring strategies during COVID-19 to include women or reduce gender barriers?
• 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.)? Illustrate with data if possible (e.g., average increase in income, average increase in savings, reduced number of hours of work, number of jobs created for women, reported increase in agency or satisfaction, etc.). Mention if you also create impact across intersectionality of class, caste, race, ethnicity, disability, etc.
• What steps or commitment have you implemented to improve the recruitment, retention and growth of women in your management teams (e.g., targets to hire women, training or leadership programs, gender sensitization workshops, gender training for senior management and managers, etc.)? What kind of conducive employee policies do you have in place/are in the process of introducing to ensure this (e.g., equal pay policy, anti-discrimination policy, prevention of sexual harassment policy, parental leave policies, etc.)? Attach any policy documents available.
• How does your innovation have an effect on the relevant environmental factors?
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? Is there risk to aquatic life or water resource physical characteristics? Does it impact wetland areas that have implications on biodiversity?

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?

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?

If operating in the pesticides space, how does your innovation replace pesticides or eliminate the need for them in the near future?

For agricultural innovations (seeds or feedstock), what will be the impact on natural habitats due to crop introduction.

If your innovation/solution requires any construction activities, what will be the extent of the infrastructure/footprint required to install/operate the innovation, if any? Do you foresee any land development required in relation to your solution? If yes, please provide details about the activity.

- Are there specific laws/rules related to the environment that your organization has to comply with in the countries of your operation?
- How is your innovation going to work or plan to work towards continuous improvement of environmental performance or Good International Industry Practice? [Please check the commonly used terms list in the CFI solicitation document]
  - **Additional description:** Good International Industry Practice (GIIP) is defined as the exercise of professional skill, diligence, prudence and foresight that would be reasonably expected from skilled and experienced professionals engaged in the same type of undertaking under the same or similar circumstances globally. The Environmental, Health, and Safety (EHS) Guidelines are technical reference documents of the World Bank Group with general and industry-specific examples of Good International Industry Practice.


- How does your innovation contribute to building climate resilience for farmers or other food producers to better manage effects arising from climate change such as sea-level rise, flood, drought, changing of weather pattern etc.?
- How does your innovation contribute to the greenhouse gas (GHG) emission reduction? If available, please share the potential GHG emission reduction until 2024 (in tons CO2e), if applicable.
- How does your innovation impact (positively and negatively) the biodiversity of the surrounding area of your operation, if any? For negative impacts, please share your mitigation measures. [Definition: Biodiversity is the variety of life on earth, including plants, animals, bacteria, and fungi. It also includes all organisms, species, and populations; the genetic variation among these; and their complex assemblages of communities and ecosystems.

  - **Examples:** Replacing the use of traditional wooden charcoal briquettes by coconut shells/agricultural residue can save 6 kilograms of wood (1 Kg of traditional wood charcoal requires 6 Kg of wood) coming from the forest. Use of bio-digester offsets greenhouse gas emissions which reduces firewood collection, thus minimizing deforestation.

- How much does your innovation cost to produce? If it is 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. Share slides or excel sheet for unit economics, if available.

- How do most of your customers pay for the service/product, especially smallholder BOP farmers (e.g., loans from banks or non-bank lenders like MFIs, installment plans through third party providers or you)?
- Do you provide any type of customer financing? If so, please provide an overview of the financing support. What is your source of financing for customers?
- Do any of your customers receive a government or donor subsidy for the purchase of your innovation? If yes, how does the process work? What share of your revenue comes from such concessions?
- 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 PAY AS YOU GO service, you would shut the service off)?
- How has your pricing, end user financing, marketing or sales activities changed due to COVID-19 impact in the past year to ensure you continue to reach the BOP customers/end users?

2D. WE4F KPIs

In the sections below, please provide tentative numerical targets for each of the Water and Energy for Food KPIs. Please then describe the activities you will undertake to meet those targets. Applicants are not responsible for illustrative indicators at this time, but upon award will select a subset of these to track.

<table>
<thead>
<tr>
<th>WE4F KPI Targets</th>
<th>Units</th>
<th>Target During Project Period [2023 - 2024]</th>
<th>Activities planned to achieve targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total mass of food produced as a result of your innovation</td>
<td># of tons</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total mass of food processed as a result of your innovation</td>
<td># of tons</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total amount of energy saved in the food value chain as a result of your innovation</td>
<td># of kWh</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total volume of water consumption reduction in the food value chain as a result of your innovation</td>
<td># of liters</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of smallholder farmers and other end-users reached</td>
<td># of number</td>
<td>Male: XX</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female: XX</td>
<td></td>
</tr>
<tr>
<td>Number of smallholder farmers and other end-users that experience an increase in income as a result of your innovation</td>
<td># of number</td>
<td>Male: XX</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female: XX</td>
<td></td>
</tr>
<tr>
<td>Number of jobs created in the value chain</td>
<td># of number</td>
<td>Total: XX</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>BoP: XX</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Women: XX</td>
<td></td>
</tr>
</tbody>
</table>
3. Past performance and Budget
While no weight is assigned to the below factors, they are important and material to the award decision.

3A. Past Performance and Cost Analysis
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.

3B. Cost Analysis
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. More information about Budget Information Requirements can be found in Appendix 2.
SECTION III. APPENDICES

Appendix 1 – Eligible Countries of Implementation

<table>
<thead>
<tr>
<th>Bangladesh</th>
<th>India</th>
<th>Myanmar</th>
<th>Sri Lanka</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bhutan</td>
<td>Indonesia</td>
<td>Nepal</td>
<td>Thailand</td>
</tr>
<tr>
<td>Cambodia</td>
<td>Laos</td>
<td>Philippines</td>
<td>Timor Leste</td>
</tr>
<tr>
<td></td>
<td>Malaysia</td>
<td>Singapore</td>
<td>Vietnam</td>
</tr>
</tbody>
</table>

Appendix 2 – Budget Information Requirements

1) **Budget Spreadsheet**
The budget should represent a detailed summary budget. A template for the budget will be provided on 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 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. **Direct Labor and fringe benefits for C-Suite executives/founders/co-founders should not be higher than 10 percent of the total requested grant amount.**

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 US$5,000 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/SEA 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](https://apply07.grants.gov/apply/FormsMenu?source=agency)
Appendix 3 – Grant Management and pre-award requirement

WE4F intends to issue a Fixed Amount Award (FAA) grant where payments are based on the achievement of milestones. Accountability is therefore based primarily on performance and results.

For the requested grant amounts, an applicant will be required to demonstrate the ability of contributing the matching funds equal to the grant value or, preferably, more. If awarded, the matching fund contribution shall be supported through adequate supporting documents and be liable for verification. Government Entities and Individuals are not eligible to apply for WE4F grant.

Subject to the availability of funds, the individual Award(s) will range from US$ 25,000 to US$ 150,000. The grant funds must be used for scalability of the awardee innovation/business model and must not be used for any prohibited/restricted commodities in accordance with USAID ADS 312, including but not limited to construction activities, purchase of vehicles, capital expenditure exceeding $5,000 per Unit etc.

The prospective awardee shall be required to share the following information/documents:

- Certificate of Incorporation
- Non-government entity certification
- SAM Unique Entity Identification Number (UEI). If you don’t have one on hand, then please get one from SAM.gov | Entity Registrations
- List of Key Personnel
- Detailed Program Budget along with Budgetary Notes
- Vendor Set-up Forms including Banking details and Foreign Income Certification (Templates will be shared by Tetra Tech)
- Representation and Certifications (Templates will be shared by Tetra Tech)
- Innovators Profile
- Photo Release Waiver
- One Pager summary of the company for WE4F website
- Needs Diagnostic Survey
- Acceleration Work Plan
- ESG Assessment
- Initial Environmental Examination (grantee only)
- Supporting Documents required to conduct the Pre-Award Survey. Below is sample list of documents, however, Tetra Tech will send a formal email prior to the Pre-award survey to Innovator listing all required documents. Please note that it is not necessary to have all of them on hand at the time of application. The missing documents will be identified during Pre-award survey and will be added to the Grant Agreement. The Innovator will have a specific deadline after the award to work on missing policies and procedures and submit.
- Record of legal registration; other material licenses and permits.
  - Organization’s articles of incorporation, or charter or by-laws
  - Organizational chart with supporting documentation as to the delegation of authority
  - Names of depository commercial banks
  - Chart of accounts and corresponding general ledger
  - One or more annual financial statements (income and expenditure report and balance sheet)
  - Sample bank reconciliation
- Sample general ledger entry and backup documentation
- Sample procurement file and backup documentation
- Audit report of the most current audit (last three years of possible)
- Written policies or manuals:
  - Procurement manual.
  - Financial management (standard accounting policies and procedures manual, operations manual, segregation of duties and internal controls).
  - Personnel (to include timekeeping/activity reports or other personnel time tracking systems)
  - Sample job description (accountant, financial manager, TOR treasurer on board, project manager)
  - Travel policies and procedures.
- List of funding sources (current year if receiving from different sources)
- Financial ratios specific to the for-profit organizations (if applicable)
- Internal Environmental Examination and Mitigation Plan for grantees

**Appendix 4 – Resources for onboarding preparation:**
You can review the presentations and recording of the previous onboarding bootcamp as below. Please note that the timeline will be different while the overall requirements, especially for grantees, are similar. More details will be shared during an onboarding session of each successful applicant.

Link to the folder: [https://drive.google.com/drive/folders/1q_mPLv-OMNauJedv3d-gev45sTSo_wTc?usp=share_link](https://drive.google.com/drive/folders/1q_mPLv-OMNauJedv3d-gev45sTSo_wTc?usp=share_link)
Password: WE4F_CFI2

- The 1st session (link):
  o Topics covered.
    - Grant compliance and management (link)
      - Pre-award Documents & Pre-award Survey
      - Grant Disbursement Process
      - Grant Utilization and Compliance

- The 2nd session (link):
  o Topics covered.
    - Technical Assistance Supports and Process (link)
    - Investment Readiness and Investment Facilitation Supports (link)
    - Enabling Environment Support (link)
    - Supporting People at the Base of Pyramid (link)
    - Gender Integration (link)
    - Environmental Compliance (link)

- The 3rd session (link):
  o Topics covered.
    - Monitoring, Evaluation and Learning (link)
    - Acceleration Work Plan Development Process (link)

- The 4th session (link):
  o Topics covered.
    - Communication & Branding Compliance (link)
Appendix 5 – Reporting Requirements for awarded applicants.
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. Other requirements as mentioned by the WE4F S/SEA RIH

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

e) Conducting ongoing assessment of progress and a final evaluation and submitting periodic reports according to the requirements outlined in the Award.  
f) Briefing WE4F Partners on project progress and outcomes.  
g) Cooperating with WE4F Partners to facilitate rigorous program evaluations; and  
h) Maintaining communication with key WE4F staff.  
i) Attending up to four WE4F-related activities/events per year.

Appendix 6 – 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 entrepreneurs 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 entrepreneur’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, entrepreneurs must meet a minimum set of requirements related to gender mainstreaming, poverty reduction, and environmental sustainability to be eligible for support.
Appendix 7 – Classification of WE4F Supported Entrepreneurs

All WE4F organizations 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 organization 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 organization must showcase commitment to further integrating 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 organization 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 organization 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.