WATER AND ENERGY FOR FOOD: A GRAND CHALLENGE FOR DEVELOPMENT

ZIMBABWE BIOGAS OPEN CALL FOR INNOVATION (O-CFI)

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Zimbabwe Biogas Open Call for Innovations (O-CFI)

Subject: Zimbabwe Biogas Open Call for Innovation (O-CFI) for Water and Energy for Food: A Grand Challenge for Development Competition

Dear Prospective Applicants:

The U.S. Agency for International Development (USAID) invites eligible organizations to respond to the Zimbabwe Biogas Open Call for Innovation (O-CFI) Water and Energy for Food: A Grand Challenge for Development (WE4F) Call for Innovations.

This Zimbabwe Biogas Open Call for Innovation (O-CFI) is designed to address barriers to enable the production of more food with efficient and sustainable usage of water and energy along the value chain from farming to end-users, and to impact food security, gender, and poverty reduction in an environmentally sustainable way. The O-CFI describes the purpose of the program and the types of activities that it will fund; indicates the process for preparing and submitting concept notes and proposals; and outlines criteria for their evaluation.

Individual awards are expected to range between 10,000 US Dollars and 30,000 US Dollars depending on the type of funding requested with the awardee expected to bring in matching funding contributions themselves, but this can include in-kind contributions, such as staff time, resources or donations from their company to the project. The period of performance for individual awards is up to 1.5 years; the actual period of performance for each award will be determined at the time of award. The WE4F Southern and Central Africa Regional Innovation Hub (S/CA RIH) will make every attempt to distribute funding to awardees as quickly as possible, but awardees should expect to begin activities immediately after the award is signed, even if funding is delayed by one to two months. The time to disburse funds will be agreed upon with awardees based on their budgets.

Awards made through this Open 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/CA RIH (and its partners). You can submit your concept note here. If the WE4F Technical Evaluation Committee deems your concept qualified to move forward to the Full Application Review, you will be contacted in due course.

DUE DATE: CONCEPT NOTES shall be received on a rolling basis via this SurveyMonkey link.

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

QUESTIONS: Prospective applicants who have questions concerning the contents of this Call for Innovations shall submit them in writing to WE4FAfricaRIH@tetratech.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 preparing and submitting proposals. Further, the WE4F S/CA RIH reserves the right to reject any or all proposals received.

Sincerely,

Evans K. Chinembiri
WE4F S/CA RIH Manager
WE4FAfricaRIH@tetratech.com
Background

Water & Energy for Food (WE4F): A Grand Challenge for Development is a joint international initiative of the German Federal Ministry for Economic Cooperation and Development (BMZ), the 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). 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 working in farming and/or consuming food products.
- Sustainably scale the Organizations’ 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.

In 2022, the WE4F program launched its first Open Call For Innovation (O-CFI) program to broaden its support to diverse types of innovators. Similarly, to the Call of Innovations, the Open Call for Innovation (O-CFI) is designed to address barriers to enable the production of more food with efficient and sustainable usage of water and energy along the value chain from farming to end-users, and to impact food security, gender, and poverty reduction in an environmentally sustainable way. The O-CFI will be accepting applicants on a rolling basis in 2023.

The WE4F program has now partnered with the USAID Zimbabwe mission to roll out the WE4F Zimbabwe Biogas OCFI to allow biogas companies in Zimbabwe to apply for grants and technical assistance. Individual Open Call for Innovation (O-CFI) awards for Zimbabwe Biogas companies are expected to be up to 30,000 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 Zimbabwe Biogas innovators must provide matched funding contribution and this can include in-kind contributions, such as staff time, resources or donations from their company to the project.

Moreover, while in the Call for Innovations the grant payments were milestones-based (against evidence that specific agreed upon benchmarks/milestones have been achieved as defined by the Grant Agreement), O-CFI grants are disbursed on a reimbursement 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).
# Commonly Used Terms and Definitions

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

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accelerate to sustainable scale</td>
<td>The process of advancing an innovative SME and its product(s) from a small number of recurring clients to a large one targeting thousands of recurring clients. Across a country or across other countries in the MENA.</td>
</tr>
<tr>
<td>Apparently Successful Applicant(s)</td>
<td>The Applicant(s) for the WE4F MENA RIH funding recommended for an award after technical evaluation, but who has not yet been awarded a grant or other type of award. Apparently successful applicant status confers no right and constitutes no commitment to an award, which still must be obligated by WE4F.</td>
</tr>
<tr>
<td>Environmentally, Social and Governance (ESG)</td>
<td>ESG means using Environmental, Social and Governance factors to evaluate the level of overall sustainability of companies, especially criteria related to gender integration, water management, natural resource management, climate resilience, and poverty reduction/BoP impact.</td>
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<tr>
<td>Award</td>
<td>A form of implementing mechanism through which the WE4F MENA RIH transfers funds to an implementing partner, generally selected through a competitive process resulting in a grant or other agreement (Source: ADS).</td>
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<tr>
<td>Base of the pyramid (BoP)</td>
<td>Base of the pyramid refers to the largest segment of consumers which are also the poorest on a global scale. BoP consumers are typically impoverished or economically marginalized groups. They could be smallholder farmers or poor food consumers and could include individuals below the poverty line.</td>
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<tr>
<td>Business Model</td>
<td>The manner by which an enterprise creates, delivers and captures value profitably.</td>
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<tr>
<td>Customers</td>
<td>These 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).</td>
</tr>
<tr>
<td>End-users</td>
<td>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, your customers are either farmers/food consumers or businesses selling products to farmers/food consumers. Family members of farmers 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.</td>
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<tr>
<td>Sustainable Scale</td>
<td>A technology and associated business model which is financially, socially, environmentally sustainable to unlock growth in new and larger markets.</td>
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<tr>
<td>Food Security</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>
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<tr>
<td>Food Value Chain</td>
<td>The full range of participants and activities that produce and move agricultural goods from a farmer's field to the end consumer. Activities within the food value chain include input production or supply (i.e., seed, fertilizer, feed, etc.), irrigation, production (i.e., planting crops, raising livestock), storage, transport, processing (i.e., sorting, drying, grinding, packaging), wholesaling, marketing, retailing, and waste management, it also includes financial and nonfinancial services as well as process optimization.</td>
</tr>
<tr>
<td>Innovation</td>
<td>The development and application of unconventional, new (and/or modification of existing) technologies, tools, products, services, or processes.</td>
</tr>
<tr>
<td>Intervention</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, consume less energy, use renewable energy and production optimization tools to produce more food or reduce the waste of food, or an intervention that covers both energy and water intervention and other solutions that could improve access to financing to integrate and scale such tools in developing countries.</td>
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<tr>
<td>Market Driven</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>Matching Funds</td>
<td>Funds invested by your organization, toward the Water-Energy-Food Innovation you are applying with, that supplement the grant. This could be monetary (excluding funds from WE4F Founders/donors) or in-kind contributions (e.g., land, equipment, warehouses, salaries of your staff allocated to the proposed WE4F Innovation). In-kind contributions could be given a monetary value in the budget. To help ensure the sustainability of your Innovation, Open Call for Innovations (O-CFI) awardees are required to have matching funds contribution, and this can include cash or even in-kind contributions, such as staff time, resources or donations from their company to the project to satisfy the matching requirements. Matching is based on funding provided by WE4F, not the total project budget. For example, applicants who request 20,000 US Dollars (initially) for an Innovation would need to provide a minimum of 20,000 US Dollars of in-kind contributions <em>or</em> matching funds, making the total project budget 40,000 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).</td>
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<tr>
<td>Peer or Scientific Review</td>
<td>Peer review is a process of evaluation involving qualified individuals from the relevant field.</td>
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<tr>
<td>Open Call for Innovations (O-CFI)</td>
<td>A general announcement of a WE4F research interest, including criteria for selecting proposals and soliciting the participation of all offerors capable of satisfying the WE4F’s needs. As opposed to the regular Calls for Innovation, Zimbabwe Biogas OCFI accepts applicants on a rolling basis based on availability of funds and a Matching Fund requirement, but this can include in-kind contributions, such as staff time, resources or donations from their company to the project.</td>
</tr>
<tr>
<td>Scaling</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 financially, socially, and environmentally sustainable.</td>
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<tr>
<td>Target Area of Operation</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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<tr>
<td>Water-energy-food nexus</td>
<td>In short, referred to as the “Nexus”. The term refers to the interlinkages between water, energy, and food, and reflects that typically a change in one impacts the other.</td>
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Why apply to WE4F's Zimbabwe Biogas Open Call for Innovations (O-CFI)

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

Technical Assistance and Enabling Environment Support:
The innovators will receive tailored support to facilitate rapid growth through:

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

In addition to the above examples of TAs, there are more than 20 other services such as investment readiness, technical, and impact aspects which are available for all WE4F S/C Africa RIH innovators. In addition to the internal team of experts, you will also have access to and be supported by a pool of over 45 leading experts and consulting companies across the S/C Africa region.

Investment Facilitation Support:
With US$670K successfully mobilized and over US$2.2 million worth of deals in the pipeline, the Brokering Unit provides WE4F S/C Africa innovators with comprehensive investment facilitation services with the objective of thoroughly preparing supported companies for the capital-raising process and introducing them to third-party providers of at-risk capital (e.g., debt, equity and convertible notes). Target innovators for investment facilitation support include growth-stage, private for-profit enterprises requiring support with engaging investors and accessing growth capital to scale commercial operations and impact.

Transaction advisory services offered range from 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 firms (taking into account RIH capacity). Where enterprises are not yet ready to interface with investors, the Brokering Unit collaborates with the Technical Assistance Unit (TAU) to devise an appropriate set of support activities to help them reach investment readiness.

Successful innovators will be eligible to receive a matching grant of up to US$ 30,000 depending on the innovator’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, but this can include in-kind contributions, such as staff time, resources or donations from their company to the project. For more information, please refer to the “Grant Management” section below.
Target Groups of the WE4F Grand Challenge Zimbabwe Biogas O-CFI

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. Innovations supported by Water and Energy for Food could include, but are NOT limited to, the themes mentioned below:

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

2.B. 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:

- Biogas Systems in Zimbabwe: As this part of the O-CFI program is specifically for Zimbabwe Biogas, innovators must already be manufacturing, installing, distributing and/or selling biogas systems in Zimbabwe.
- Digital solutions: This includes Innovations which are digital in nature and improve the use of biogas systems.
- Financial solutions: This includes Innovations which improve the financial access or financial resources of biogas systems.
- Women-led, managed, or owned organizations or organizations with a track record of serving at least thousands of female-end biogas users.
- Organizations which demonstrate strong capabilities to monitor and document key programmatic KPIs such as the end-users benefitting from biogas systems (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 of biogas systems.
o The program is targeting biogas organizations established or operating only in Zimbabwe.

**Characteristics of Supported Organizations**

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

a) **Have a well-defined financial model and revenue traction.** In accordance with lessons learned from legacy grand challenge programs, WE4F is focused on mid- to late-stage enterprises/innovations which showcase a commercially proven revenue model and are on the cusp of unlocking exponential growth in terms of scale and scope.

b) **Address the water-energy-food nexus challenges.** Innovation must address at least two dimensions of the water-energy-food nexus with food always being one of the two.

c) **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 for sustainably scaling their Innovation and describe how they will overcome those barriers and also embed their Innovation to have the intended impact. Applicants must also provide market research that describes local market conditions.

d) **Promote user-centered design, not technology for the sake of technology.** Thousands of water, agriculture, and energy technologies exist but are not available or utilized. In many cases, this is due to a lack of understanding of the needs of Customers and/or end users in developing or emerging countries. *Water and Energy for Food* will emphasize the importance of the end-user in its criteria, milestones, and subsequent innovation reviews.

e) **Build sustainability into the fabric of the program.** All innovations must be sustainable. This means that all innovations must not only have the financial means to remain viable after WE4F funding has ended, but also be able to successfully integrate into the existing social and institutional ecosystem in the countries of implementation and provide environmental benefit. Preference would be given to organizations that showcase net positive environmental benefits, especially related to climate resilience, natural resource management, and biodiversity conservation.

f) **Innovations supported by this program must demonstrate direct or strong indirect benefits for the poor.** Water and Energy for Food is a program that is focused on alleviating relative poverty through both economic growth and environmental sustainability. Through their project implementation, all WE4F innovations need to provide either direct benefits to those that are earning less than half their country’s median income through the provision of resources in form of goods or services that directly benefit them, or should provide economic growth for instance through the creation of jobs and/or labor and/or through strengthening poor people’s opportunities and choice, power and voice, and human security and as such can have positive indirect benefits on those earning less than half of their country’s median income.

g) **Show how their Innovation benefits women.** Women and men use, access and control water, energy, land, and ecosystem resources in different ways. When these differences are properly understood, targeted actions may be developed to decrease the pitfalls and
enhance the potentials of the innovations. By including a gender perspective into business strategies and plans, the potential of an innovation to sustainably scale increases. Addressing gender issues may improve the efficiency in the implementation of the business plan, as well as it may improve the social and environmental benefits, or outcome, from the use of our water, energy, land, and ecosystem resources. Successful innovations can break boundaries and catalyze transformative changes in people’s lives. Investing in women is not only a moral and institutional imperative; it is also a profitable thing to do. Thus, WE4F is giving preference to women-focused Innovations that highlight the roles, skills, and capacities of women. Therefore, innovations should contribute (directly or indirectly) to more equal gender relations, e.g., by addressing practical needs of women (e.g., positive impact on the workload of women) or strategic needs of women (e.g., increase their access and control over production means).

h) **Have a local presence and develop market-driven** partnerships. WE4F innovations must be validated and disseminated through market-based models. All applicants must either be registered and incorporated in Zimbabwe or have at least one local partner that is registered to work in Zimbabwe. 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. Demonstrating a pre-existing relationship and strong partnership between the applicant (if not based in Zimbabwe) and the local organization is desirable.

i) **Have strong financial systems and financial growth models/sustainability plans and the ability to adapt these in different scenarios.** WE4F SCA RIH and its partners are better resourced and prepared to assist organizations that already have sound financial plans. As a result, all applicants will be required to submit financial documentation as well as a description of the organization’s long-term financial sustainability plan to support the innovation for the organization. Through project implementation, the organization must meet the minimum set of ESG-related criteria required to enter the program, especially related to gender integration, sustainable natural resource management (including sustainable water management), environmental sustainability (including climate resilience and biodiversity), and poverty reduction. Apart from meeting the minimum prerequisites, the organization 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 3 for the full WE4F ESG guidelines.

j) **Have a basic understanding of ESG issues and showcase a strong commitment towards ESG integration into the business model.** WE4F is a program that is focused on promoting the integration of ESG issues into the organization’s business model and day-to-day operations as it presents a compelling business as well as a development case for the organization. Through project implementation, the organization must meet the minimum set of ESG-related criteria required to enter the program, especially related to gender integration, sustainable natural resource management (including sustainable water management)

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1 The use of the term “market-driven” is not meant to exclude Innovations from not-for-profit organizations; it simply means that Innovations must be demand- and market-driven.
management), environmental sustainability (including climate resilience and biodiversity), and poverty reduction. Apart from meeting the minimum prerequisites, the organization 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 3 for the full WE4F ESG guidelines.

k) **Have a gender balanced team which can scale up the innovation in a sustainable manner.** This can be reflected in the leadership team (upper management, founders, or key team players) experience in the nexus or relevant sectors. The leadership team should also have complementary skill sets and demonstrate capacity to sustainably enable the firm/company to grow. WE4F will give preference to women-owned/women-led organizations and SCA-based entrepreneurs.

### 2.C. Eligibility Criteria

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

1. **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.

2. **Size** – *Water and Energy for Food* call is open to all relevant organizations/companies regardless of size. We encourage applications from small and medium enterprises (SMEs).

3. **Location** – Zimbabwe.

4. **Language**- Application responses must be written in English.

5. **Matching funds or cost-sharing** – All Zimbabwe Biogas Open Call for Innovation (O-CFI) awardees are required to contribute matching funds to satisfy the matching requirements of this OCFI, this can include in-kind contributions, such as staff time, resources or donations from their company to the project. Matching is based on funding provided by WE4F, not the total project budget. For example, applicants who request 20,000 US Dollars (initially) for an innovation would need to provide a minimum of 20,000 US Dollars of in-kind contributions *or* matching funds, making the total project budget 40,000 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).

6. **Local presence** – All applicants must use the funds to implement the innovation in Zimbabwe. In addition, applicants must either already have a presence in Zimbabwe or must have a local partner active and operational since at least January 2023 (supporting documentation required).
7. **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.

8. **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. *Water and Energy for Food* welcomes and encourages high-quality applications, especially from women-owned/women-led enterprises and entrepreneurs from developing countries.

**Note:** Government entities and individuals are not eligible to apply for funding.
What Will Not Be Funded

WE4F 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. WE4F will not provide funding for traditional development programs and is not looking to evaluate proposals that present conventional approaches. WE4F will not fund proposals that do not present a viable business model with sufficient backup documentation for the financial model.

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

a) Innovations that fail to clearly demonstrate how they can eventually ensure sustainable benefits in line with the development purpose of WE4F (e.g., enhanced value of the agricultural chain, promotion of food security, sustainable management of natural (including water) resources and ecosystems, increased broad-based economic growth in developing or emerging countries, and a focus on impacting women and the poor).

b) Innovations that fail to clearly demonstrate their positive impact on the poor and women.

c) Innovations that fail to demonstrate their positive impact on the environment (including natural resource management, water resource management, climate resilience, and biodiversity).

d) Innovations focused on research and development for a product without a clearly defined market or potential for commercialization or growth to a minimum of hundreds of thousands of Customers/end-users within a five-year timeframe. Innovations without potential or intent for commercialization do not fit within the scope of this challenge.

e) Biogas technologies that have not reached a minimum Customer base of 1,000 end-users. If the business model is B2B, then combined end-users of all direct Customers should be more than 1,000.

f) Innovations that do not have operations in Zimbabwe.

g) 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.

h) Innovations focused on agricultural products and services without a significant and sustainable water or energy component.

i) Organizations using or promoting the usage of pesticides either directly or indirectly in their operations.

j) Products/solutions that require any sort of construction or land development/levelling activities.

k) Large dam projects for water capture and storage.

l) Solar/renewable energy mini/micro/Pico grid projects that lack an explicit and inherent benefit to the food value chain.
m) Wastewater treatment projects that lack an explicit and inherent benefit to the food value chain.

n) Large pipeline infrastructure projects.

o) One-off water/energy technology installations or pilot projects to support proven technologies for proven applications.

p) Established and large companies whose technologies are already used throughout the eligible countries.

q) Organizations promoting the use of fossil fuels.
2.D. How Do You Get a Grant through WE4F’s Zimbabwe Biogas Open Call For Innovations Partnerships (O-CFI)?

The below illustrates the key phases of the O-CFI program:

**Phase 1 - Explore Interests and Submit Concept Note:** WE4F launched a Rolling Open Call for Innovation (O-CFI) to explore the interests of SMEs in the Water-Energy-Food (WEF) Nexus. Applicants respond to the O-CFI by submitting their concept note through this SurveyMonkey portal.

**Phase 2 – RIH Reviews Concept Note and requests Full Application:** RIH reviews each concept note submission. Insufficient or ineligible submissions will receive a standard rejection email. Eligible and qualified submissions will receive an email requesting a full application submission from the innovator. RIH will review the full application through the internal Technical Evaluation Committee (TEC).

**Phase 3 – RIH reviews the full application, RIH & Innovator co-create the award, and Parties finalize the award agreement:** If approved, RIH will conduct preliminary due diligence and/or an interview prior to pursuing in-depth co-creation. WE4F RIH submits pre-award documentation and approval requests to USAID Secretariat Unit and COR. USAID Secretariat Unit reviews and approves pre-award documentation and sends Executive Summary to Donor Partners. Donor Partners have the right to veto any of the award nominees. A simplified grant is given to the innovator once they are selected.

**Phase 4 - Scale-up:** This step ensures you receive the support needed to implement your growth plan and transform your organization into a rapidly and sustainably growing one. It includes the following activities: Technical Assistance (TA), including Investment Readiness and Brokerage (IR) if the innovator is at a sufficient level of development, in the form of a tailored consultancy project, one-to-one support, and workshops (including Bootcamps or Annual Convenings to meet other innovators and key stakeholders), Enabling Environment and ESG support as well as networking opportunities and access to potential buyers, suppliers, financing entities and partners in agri-food value chains in SCA and internationally. Such services will be provided on a best effort basis over the Grant Agreement period and following contingent on performance.
HOW DO YOU GET A PARTNERSHIP THROUGH WE4F’S OPEN CALL FOR INNOVATION PARTNERSHIPS (O-CFI)?

CO-Creation

1. Explore Interests
2. Submit concept note
3. RIH Reviews concept note
4. RIH requests full application
5. RIH reviews full application
6. RIH & innovator co-create award
7. Finalize award agreement

**DETAILED STEPS**

- **WE4F launches a Rolling Open Call for Innovation (OCFI) to explore interests of SMEs in the WEF nexus**
- **Applicant responds to the OCFI by submitting their concept note through WE4F email portal and concept note is routed to relevant RIH.**

- **RIH reviews each concept note submission. Insufficient or ineligible submissions will receive a standard rejection email. Eligible and sufficient submissions will receive and email requesting a full application submission from innovator within 15 business days.**
  - **If preceding to full application, innovator submits full application to RIH.**
  - **RIH will review full application through the internal Technical Evaluation committee (TEC)**
  - **If approved, RIH will conduct preliminary due diligence and/or an interview prior to pursuing in-depth co-creation.**

- **WE4F RIH submits pre-award documentation and approval request to USAID Secretariat Unit and COR.**
- **USAID Secretariat Unit reviews and approves pre-award documentation and sends Executive Summary to Donor Partners.**
- **Donor Partners approve/reject the award nominee.**
- **Simplified grant with a minimum of one-to-one matching funds requirement is given to the innovator.**
IMPORTANT:

● Applications for this OCFI will be received and processed on a rolling/ongoing basis. However, applicants applying to the program sooner will have better chances to meet target numbers and fully utilize their budgets.
● Not all proposals may qualify for grant support as some may instead only receive technical support on business advisory and investment from the RIH.
● All interested applicants must register to express their interest on SurveyMonkey using this link. The hub will assess their eligibility and gather sufficient information for pre-interview evaluation.
● All pre-award documents and requirements must be satisfied prior to the Donor’s Approval stage. For more information, please refer to the “Grant Management” section below.

Expression of Interest (CONCEPT NOTE)

We are inviting all eligible applicants to submit a CONCEPT NOTE, which includes responses to the questions below. In addition to responding to the following questions, applicants will be required to provide background information on the online platform and demonstrate that they meet the minimum eligibility criteria described in 1.C CONCEPT NOTE Eligibility Criteria, by answering the following questions:

1. Please indicate that you have read and accept the terms outlined in the OPEN CALL FOR INNOVATIONS (O-CFI) Southern and Central Africa (SC/A) region.
   o Yes
2. Can you confirm that, to the best of your knowledge, you comply with all the terms and conditions outlined in the OPEN CALL FOR INNOVATIONS (O-CFI) Southern and Central Africa (SC/A) region.
   o Yes
   o No
3. This platform may collect data of a sensitive personal nature. While we intend to safeguard it to the best of our ability, please affirm you consent to data collection.
   o Yes
   o No
4. Can you confirm that, to the best of your knowledge, the information you have supplied is true and accurate?
   o Yes
   o No
5. Please affirm that all content and intellectual property in the application is your own or you have explicit permission to use it.
   o Yes
   o No
6. Are you willing to share learnings with USAID and other stakeholders?
   o Yes
   o No

7. Name of the Organization(s)

8. Type of Organization
   For-profit
   Non-profit
   Other

9. Your organization’s website or any social media pages

10. Title of the WE4F-specific Innovation (if applicable)

11. Primary point of contact
    First name
    Last name
    Position/Title
    Phone number
    Email

12. Secondary point of contact
    First name
    Last name
13. Are you applying as a standalone Organization or in a consortium?
   - Standalone
   - Consortium

14. Name of the lead organization (If Consortium)

15. Lead Applicant details (Organization)
   - Name
   - Year of incorporation
   - Year of start of operations
   - Country(ies) of legal incorporation
   - Country (ies) of operations in the WE4F target SC/A countries

16. Co-Applicant details (For Consortium Partners Organization)
   - Name
   - Year of incorporation
   - Year of start of operations
   - Country(ies) of legal incorporation
   - Country (ies) of operations in the WE4F target SC/A countries

17. If you are not established in any of the WE4F target SC/A countries, do you have a local partner?
   - Yes
   - No
18. What is the share of women in the founding and/or management team? (%) 

19. What is the share of ownership by women? (%) 

20. What is the share of female employees (both part-time and full-time)? (%) 

21. Are you willing to collaborate with WE4F in documenting and providing key impact metrics? 
   o Yes 
   o No 

22. Nexus focus area 
   o Water-Food 
   o Energy-Food 
   o Water-Energy-Food 
   o None 

23. Type of Transaction 
   o Business-to-Customers (B2C) 
   o Business-to-Business (B2B) 
   o Both 

24. How many paid customers in the agriculture or food sectors have you acquired since the start of your operations to date? 

25. How many end-users in the agriculture or food sector have you acquired since the start of your operations to date? 

26. Please estimate the share of female end-users. (%)
27. Does your Innovation/solution require any construction/land development activity (ies) at any stage of operations to be financed by the grant?
   - Yes
   - No

28. Does your Innovation/solution/business model use, intend to use, or encourage/drive usage of any type of pesticides/herbicides either directly or indirectly?
   - Yes
   - No

29. How much investment/financing (in US Dollars) will you need if you were to scale your Innovation to tens or hundreds of thousands of end-users by 2025? How do you plan to use the investment needed for growth? (please give examples).

30. What are your expected sources of matching funds(cash and/or in-kind contributions) please estimate a monetary value in US Dollars ?

31. Describe your Biogas Innovation you are applying to WE4F with. Please elaborate on your target customers and end-users as well as your business model.

32. Please attach your Organizational Profile, if available

33. How much growth in your customer base (in agriculture and food value chains) do you anticipate from 2023 to 2025? (in %) and what key strategic initiatives do you plan to deploy to achieve such growth?

34. 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?
35. 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?

36. 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. 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.
Eligibility and Selection

The following will be considered by the Technical Evaluation Committee when reviewing your application:

Eligibility
1. Must have a focus on biogas innovations.
2. Must be operating in Zimbabwe.
3. Must be a legally incorporated/registered entity either as a for-profit business or not-for-profit organization in Zimbabwe.
4. Proposals must be submitted in English.
5. Organization’s innovation must not promote the use of inorganic pesticides either directly or indirectly.

Selection Criteria
1. Should be at a growth stage with positive operating income or a clear path to operational break even in the near term is strongly preferred. Pre-revenue, R&D stage, and/or pilot stage companies do not qualify.
2. Most of the revenue should be derived from operations (sales) and not from grants.
3. Should have reached a minimum of 1,000 end-users and should be ready to scale exponentially in the next 2 years. If the business model is B2B, the end-users counted are the combined end-users of all direct customers.
4. Should have or aim to have BOP/ women/ youth as end-users, customers, employees, or suppliers of the business model.
5. Should be able to demonstrate positive social and environmental impacts of the technology and/or business model, especially on end-user financing, biodiversity, and climate change.

Full Application Submission

Eligible organizations with successful concept notes will be invited to submit full proposals.

The full proposal is expected to provide detailed responses to questions below about the organization and the proposed innovation, categorized as follows:

Innovation Viability (35% of Full Application Score)

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.

1. Describe your innovation in detail by addressing the following:
   i. What is your primary product/service that is relevant to the water-energy-food nexus? If an innovative business model helps your organization address this nexus, please detail this as well. Are there any patents or copyrights associated with this technology? 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)?

   Please provide backup documentation on the technology (i.e., user manual) and copyright / IP in the form of 1 PDF of no more than 3 pages.
ii. Based on your answers in the 1st question (question is mentioned in the additional description below) of Innovation Viability section in the concept note about the water-energy-food innovation. Please provide back-up documentation on the technology (i.e., user manual) and copyright / IP in the form of 1 PDF of no more than 3 pages.

Additional description: What is your primary product/service that is relevant to the water-energy-food nexus? If an innovative business model helps your organization address this nexus, please detail this as well. Are there any patents or copyrights associated with this technology? 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)?

i. What percentage of your overall revenue is represented by this innovation (most recent fiscal year)? [Numeric Answer; Mandatory]

ii. What other products or services does your organization offer (brief list only, not descriptions)? If your innovation failed, would your organization survive? Please explain.

iii. How was your innovation developed, from the '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?

iv. 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?

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/end-user, i.e., women and men smallholder farmers or value chain actors/businesses you work with):

   i. Do you provide your innovation directly to customers (B2C) or through a distributor/retailer (B2B)? Please mention if the customers of the innovation and end users are different. Provide detailed profiles of the customers/end-users, as applicable below. Please attach any supporting document or presentation to explain the customer/user segments if available.

      a. Please include information on gender; type of agricultural activity involved (e.g., primary production, processing); if a primary producer, their average cultivable farm size; estimated average annual income (in purchasing power parity-adjusted current USD/local currency), ownership of livestock or other indicators that would describe their socio-economic characteristics. Additionally, if you have information on the age of the customers/end users and the general locations/geographies in which the agricultural activity takes place.

      b. 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., 20% industrial biogas systems and 80% household biogas systems in Zimbabwe)
c. If your ultimate impact is targeted at/beneficiaries who are value chain actors or micro-entrepreneurs, then describe them, their incomes, and geographical coverage. [NA if not applicable]

ii. (This is a repeating question asked earlier). Do you expect customers to purchase your innovation just once, or could you have repeat customers? If you provide a service, how frequently do customers require this service?

iii. If you have repeat customers, 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?

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

i. 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.

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?

ii. What is the expected lifespan of your 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?

iii. 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 an excel sheet for unit economics, if available.

iv. 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?
v. How do most of your customers pay for the service/product (e.g., loans from banks or non-bank lenders like MFIs, installment plans through third party providers or you)?

vi. 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?

vii. 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?

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 PAY-AS-YOU-GO service, you would shut the service off)?

ix. What have been additional challenges due to COVID-19? How have you tried to address them?

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

i. 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 overall growth strategy? Are they the same, or is the innovation only a part of a broader growth strategy? Please feel free to share a business plan/slide deck as an answer to this question.

ii. How do you anticipate your innovation’s contribution to total revenues evolving over the next three to five years? Will it be a greater percentage, the same, or less? Which of the customer acquisition models is likely to provide the major share of the revenue growth?

iii. What are the major potential barriers and obstacles you foresee in implementing the innovation’s expansion and growth strategy, outside of failing to receive the required funding?

iv. [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]

v. 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?

6. WE4F uses both standard key performance indicators (KPIs) and illustrative indicators to track supported innovators’ progress. The WE4F Project Activity Document provides the KPIs (pg. 24-25) and illustrative indicators (pg. 65-77).

i. 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 - 2025]</th>
<th>Activities planned to achieve targets</th>
</tr>
</thead>
</table>

28
<table>
<thead>
<tr>
<th>Total mass of food produced as a result of your innovation</th>
<th># of tons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total mass of food processed as a result of your innovation (if applicable to your innovation)</td>
<td># of tons</td>
</tr>
<tr>
<td>Total amount of energy saved in the food value chain as a result of your innovation (if applicable to your innovation)</td>
<td># of kWh</td>
</tr>
<tr>
<td>Total volume of water consumption reduction in the food value chain as a result of your innovation (if applicable to your innovation)</td>
<td># of liters</td>
</tr>
</tbody>
</table>
| Number of smallholder farmers and other end-users reached | # of number | Male: XX 
Female: XX |
| Number of smallholder farmers and other end-users that experience an increase in income as a result of your innovation (Please note: This figure must be lower than the Total number of smallholder farmers reached) | # of number | Male: XX 
Female: XX |
| Number of jobs created in the value chain | # of number | Total: XX 
BoP: XX 
Women: XX |

ii. Please describe the challenges that you foresee that might hinder you from meeting the targets for standard indicators described above.

iii. Do you have existing records of your innovation end-users? [Yes/No] [Rule: If YES, answer the following questions. If NO, skip all and continue to the “Business/Financial Viability” section]

iv. Do you have any user data privacy policies in place which will require modification of end-user records before they are shared with WE4F? [Yes/No]

v. Do these records include end-users’ location and contact information? [Yes/No]

vi. Do these records note the gender of your end-users? [Yes/No]

### Business/Financial Viability (30% of Full Application Score)

*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 mainly of expatriates based remotely or with very little operating experience in Zimbabwe.*

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 (if they have).

ii. Details of your leadership/management team and their experience, including years of experience, expertise, and previous roles held (Please share the link for LinkedIn profiles and/or provide PDF copies of CVs as an attachment).

iii. Details of historical growth and expansion of your overall business (not just the business line related to your WE4F product/service).

iv. Details of how this growth was funded, including timing, amounts, and type of capital infusion.

v. Assuming you did not raise capital from investors, and that you could not receive grants in the future, how long would your business survive?

vi. A detailed description of your value chain (including, as applicable, manufacturing processes), your operations, and your sales and distribution processes.

vii. What is your competitive advantage at the company level (not just at the level of your WE4F-relevant product/service), including observations about key competitors, suppliers, customers, and barriers to market entry? Is it easy for a different company to compete with you, or difficult? Do you have many suppliers or few? How price-sensitive are your customers?

2. Provide financial details about your organization.

i. 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.

ii. 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?

iii. Is your operating profit currently positive? If so, since when?

iv. Is your net income currently positive? If so, since when?

v. In a typical year, do you have positive cash flows? Positive operational cash flows?

vi. If applicable, 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 end-user financing? Please describe.

viii. If applicable, when you buy inputs how long do you have to pay your suppliers?

ix. Do you currently have any outstanding loans on your balance sheet? Do you have a bank overdraft account or a similar arrangement to borrow cash short term?

x. How many existing investors (shareholders) does your organization have?
3. Describe your expansion plans at the organization level (as opposed to the innovation-focused/ business line/product or service level).

   i. Do you have a specific business expansion plan in place? If so, please share a PDF copy.

   ii. If your expansion plans rely heavily on selling more of a product or service that is not described in the Innovation Viability questions, please describe additional expansion goals and objectives. Please address how and why the product/service you mention below is not the primary component of your expansion plans.

   iii. If you intend to expand to a foreign country, what types of local partnership arrangements do you have in place already or require 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 the partnerships you have already put in place to prepare for this expansion. If available, 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.

4. Describe your plans to finance your expansion.

   i. How have you financed your expansion to date? Please list existing sources & amounts of equity, debt, as well as grant funding received in the past 3 years. Please include names of investors & funders to date.

   ii. Do you plan to raise capital from outside investors to support your expansion? If you have existing investors, will you approach them for capital as well as new third-party investors?

   iii. What is the total cost of your planned expansion? Will it be incurred all at once or in phases?

   iv. Please provide a breakdown of all the sources of capital you require for expansion, and the corresponding uses of this capital. The sources should include self-funding if a significant amount (i.e., ‘cash from balance sheet’).

   v. Do you intend to raise debt, equity, or something else (convertible debt, e.g.)?

   vi. 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?

   vii. How much of your company are you willing to sell (%)? 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?

   viii. Do you have existing relationships with equity investors, including venture capital investors? With banks? Please explain.
5. Describe the experience of your core management team (i.e., those with decision authority over strategy and operations) in Zimbabwe, 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?

ii. Where is your core management team currently based? If this is different from your ‘operational headquarters’, why is this the case? How will the team structure look like in the next three to five years with regards to local vs expat hires?

iii. What percentage of your operations team is working in the country/location of expansion? How frequently do they have to travel to the sites? How has this changed due to COVID-19 restrictions in the past year?

Sustainability/ESG in Developing or Emerging Country(ies)
(35% of Full Application Score)

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.

1. Describe your understanding of the enabling environment in your country(ies)/location(s) of operation or expansion:

i. Provide details about the legal and regulatory guidelines that will “foster” or “inhibit” your innovation in the country(ies) in which you currently operate and propose to expand, including specific laws and policies.

ii. 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?

iii. Do you currently receive any incentives such as concessions or subsidies from a national or regional government? Please describe.

iv. List the ideal type of partnerships required for you to scale in the markets you operate in/intend to operate in future

v. 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?

2. Describe your understanding of the role of women within the ecosystem you serve or intend to serve, and the impact on them as beneficiaries of your innovation.
i. Is your innovation directly used or will be directly used by women? Have you conducted or are planning to conduct a gender analysis of your business model?

ii. 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?

iii. Have you directly marketed to women based upon an understanding of their role in the agricultural value chain specifically, included their insights in product design, or designed financial solutions targeted at them? Please describe this effort and the results or outcome if any. Who are the partners you have worked with to market/sell, train, hire, or provide financing for women? Have you run any other pilots for gender mainstreaming in the business? Please provide details if you have them. Attach pilot documents or presentations if available.

iv. 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., the 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 an impact across intersectionality of class, caste, race, ethnicity, disability, etc.

v. What kind of influence has your innovation had on the gender dynamics in the communities or on household dynamics in areas you work? [This is the outcome that explains the long-term change created in gender dynamics by your innovation]

vi. Please elaborate on how you work with men and women in your teams or communities you serve to improve gender dynamics and create better opportunities for women? What initiatives have you taken to involve men in the process?

vii. What steps or commitments 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.

3. Describe your understanding of how your innovation impacts the natural environment, both positively and negatively. Please provide details for questions that are relevant to your innovation.

i. How does your innovation have an effect on the relevant environmental factors?
   a. 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
a. Is there a risk to aquatic life or water resource physical characteristics? Does it impact wetland areas that have implications on biodiversity?

b. 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?

c. 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?

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

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

ii—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.

iii. Are there specific laws/rules related to the environment that your organization has to comply with in the countries of your operation?

iv. 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.


v. Do you have an existing environmental mitigation and monitoring plan (EMMP) to demonstrate internal commitment to environmental performance? Attach any documentation available.

vi. Do you foresee the need to recycle or dispose of any type of waste throughout the life cycle of your product/service from sourcing to production, distribution, usage, and disposal? If yes, what measures will be taken to ensure recycling or safe disposal of waste including solar panels, batteries, and e-waste during operation or at the end of the life cycle?
vii. What are the climate risks which may impact your operation and innovation adoption (i.e., sea-level rise, flood, drought, changing of weather pattern, etc.), and how are you managing them?

viii. 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.?

ix. How does your innovation contribute to greenhouse gas (GHG) emission reduction, if applicable? If available, please share the potential GHG emission reduction until 2024 (in tons CO2e), if applicable.

x. 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 with 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-digesters offsets greenhouse gas emissions which reduces firewood collection, thus minimizing deforestation.

4. Describe your approach towards the poor as a customer segment/end-user (also known as Base of Pyramid (BOP) population).

i. 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.)?

ii. How does customers’ ability to pay factor into the pricing, end-user financing, sales, and marketing functions of your business? How do you intend to increase their income in the near future?

iii. Usually, what is the average increase in income BOP customers/end users experience from using your innovation?

iv. How has your pricing, end-user financing, marketing, or sales activities changed due to COVID-19’s impact in the past year to ensure you continue to reach the BOP customers/end users?

**Non-Weighted Evaluation Factors for Finalist Applications:**

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

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

Please include the following information:

- Name and address of the organization for which the work was performed.
- Name and current telephone number and email address of the 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/C Africa RIH will be required to perform a Pre-Award Survey prior to receiving any WE4F funding. The WE4F S/C Africa RIH or its designee will administer the Pre-Award Survey. This process 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/C Africa 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) Program 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/C Africa 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/C Africa RIH will not make an award.**
Appendices

Appendix 1 – Eligible Countries of Implementation

Only Biogas innovations that are being implemented in Zimbabwe are eligible for this OCFI.

Appendix 2- Grant Management

WE4F provides a Fixed Amount Award grant where donors provide a specific level of support and where payment is 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 to contribute the matching funds equal to the grant value or, preferably, more. If awarded, the matching fund contribution shall be proved through adequate supporting documents and be liable for verification. Government entities and Individuals are not eligible to apply for WE4F grants.

Subject to the availability of funds, the individual award(s) will range from US$10,000 to US$30,000. The grant funds must be used for scaling the awardee innovation/business model and must not be used for any prohibited/restricted commodities in accordance with USAID ADS 312, including but not restricted 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:

1. Certificate of Incorporation
2. SAM number
3. List of Key Personnel
4. Detailed Program Budget along with Budgetary Notes
5. Vendor set-up forms including banking details and foreign income certification (Templates will be shared by the hub’s Grants and Finance Specialist)
6. Supporting Documents required to conduct the Pre-Award Survey
   a) Record of legal registration; other material licenses and permits.
   b) Organization’s articles of incorporation, or charter or by-laws
   c) Organizational chart with supporting documentation as to the delegation of authority
   d) Names of depository commercial banks
   e) Chart of accounts and corresponding general ledger
   f) One or more annual financial statements (income and expenditure report and balance sheet)
   g) Sample bank reconciliation
   h) Sample general ledger entry and backup documentation
   i) Sample procurement file and backup documentation
   j) Most current audit report (last three years if possible)
7. Written policies or manuals:
   a) Procurement manual.
   b) Financial management (standard accounting policies and procedures manual, operations manual, segregation of duties, and internal controls).
c) Personnel (to include timekeeping/activity reports or other personnel time tracking systems)
d) Sample job description (accountant, financial manager, TOR treasurer on board, project manager)
e) Travel policies and procedures.
f) List of funding sources (current year if receiving from different sources)
g) Financial ratios specific to the for-profit organizations (if applicable)
h) Internal Environmental Examination and Mitigation Plan for grantees
Appendix 3 – Guiding Principles for Environmental, Social and Governance Adherence in WE4F

One of the major foci of WE4F is to support integration and uptake of activities that enhance the social, environmental, and governance structures in the countries of operations. Under the broader definition of ESG, WE4F specifically focuses on tackling gender mainstreaming, environmental sustainability, and poverty reduction-related issues and supports all related stakeholders in overcoming barriers related to these themes. 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 organizations 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 organization’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, organizations must meet a minimum set of requirements related to gender mainstreaming, poverty reduction, and environmental sustainability to be eligible for support.

**Classification of WE4F Organizations**

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 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 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 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.

[END]