UKAMA USTAWI

CGIAR Food Systems Accelerator

Technical Report (Concept Note)

Co-designed by:

CGIAR & IFDC

30th December 2022

Contents

1. Background

One of the major underlying reasons for poor agricultural performance in East and Southern Africa (ESA) is the low efficiency of agricultural value chains and lack of resilience against climate shocks. Many agricultural value chains are fragmented and characterized by instability of relationships between off-takers and smallholder and emerging farmers. The ones that suffer the most from these inefficiencies and threats are the farmers. There are significant hurdles to farmers and market systems. These include access to affordable inputs, advisories, logistics, finance, and market linkages. Agribusinesses are addressing these challenges through their products and services, and supporting farmers to improve productivity, incomes, and resilience to climate change. This is particularly important in East and Southern Africa, where farmers are engaged in maize production which is vulnerable to climate change and projected to face not only 15% climate-related declines in yield without adaptation, but also challenges from diminished cropland suitability and poor agronomic inputs and management; degraded environmental bases with declining soil fertility and degraded water systems[1].

The mission of Ukama Ustawi is to support developments that transform the ESA agrifood system through sustainable intensification to maize-mixed systems and crop diversification to de-risk other systems. In addition, to a) empower more women and young farmers, agribusiness owners, and value chain actors; b) promote healthier diets; and c) protect the natural environment from further degradation.

2. Accelerator Programme Objectives

Against this backdrop and based on what has already been conceptualized[2], the goal of this project is to support Ukama Ustawi design a Climate-smart Agriculture (CSA) accelerator programme that can be implemented in East and Southern Africa. The overall objective of Ukama Ustawi is to develop an accelerator programme that is demand-driven, responsive to market needs, inclusive of gender and youth and targets high-growth, high-impact agribusinesses that require technical assistance and links to financing to strengthen food systems and advance sustainable and inclusive growth. The programme, named Food Systems Accelerator, will achieve this through 3 main areas to be implemented across select focus countries in East and Southern Africa over the duration of the initiative (2022 – 2024):

2.1. **Provision of CSA Technical Assistance (TA):** to provide agribusinesses with coordinated and specialized evidence-based TA support that encourages adoption and/or strengthens their CSA practices, as well as addresses concrete ecosystem challenges. CSA TA supports de-risking of agribusinesses (especially those involved in production) and improves their bankability. This TA support will be provided by CGIAR network of scientists.

2.2. **Provision of Impact Measurement and Management (IMM) Technical Assistance:** Understanding how to effectively measure and manage impact is critical to ensuring agribusinesses achieve their desired result in contributing towards positive environmental and social impact. Companies use this data to improve business performance, identify areas where value can be created and make better decisions to maximise positive impact while minimising negative impact. Further, IMM strengthens the position of a company for investment by impact and/or responsible investors. This training will be provided by CGIAR network of experts.

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[1] Andy Jarvis, Todd Rosenstock, Jawoo Koo, Phil Thornton, Ana Maria Loboguerrero, Bram Govaerts, Julian Ramirez-Villegas, Steven D. Prager, Aniruddha Ghosh, Keith Fuglie, "Climate-informed priorities for One CGIAR Regional Integrated Initiatives," 2021, https://bit.ly/3dZJ7l1; Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, "The IPBES assessment report on land degradation and restoration," ed. L. Montanarella, R. Scholes, and A. Brainich, 2018, https://bit.ly/3taJWxP

[2] See Annex 1 for the CGIAR AICCRA Zambia/Ukama Ustawi Accelerator Programme methodology

2.3. **Provision of Investment Readiness Technical Assistance:** Funding provides crucial resources that enable businesses to develop new products, expand production capacity and access new markets. Securing financing (especially from the private sector) is an essential step in establishing a foundation for long-term growth and sustainability. However, businesses must be investment ready to secure funding. Management teams must understand their growth plans and financing needs to ensure that new funding supports, rather than hinders, their path to sustainability. Further, they must understand how to position their business to potential investors and be equipped to negotiate with them. This TA support will be provided by IFDC-2SCALE and its network. Ultimately, by the end of 2024 Ukama Ustawi would have accelerated up to 30 agribusinesses (40% run by women and 40% by youth) and facilitated links to at least USD 5 million of new finance, that has been unlocked and invested, or in the process of being invested through debt, equity, or grants.

3. Organisation Profiles

3.1. Ukama Ustawi

The CGIAR Food Systems Accelerator is a work package in the Ukama Ustawi (UU) [regional initiative of the CGIAR](). The Initiative aims to support climate-resilient agriculture and livelihoods in 12 countries in East and Southern Africa by helping millions of smallholders intensify, diversify, and reduce the risks in maize-based farming through improved extension services, small and medium enterprise development, supporting governance frameworks and increased investment with a gender and social inclusion lens.

3.2. IFDC-2SCALE

The International Fertilizer Development Centre (IFDC) is a public international organization addressing critical issues such as international food security, the alleviation of global hunger and poverty, environmental protection and the promotion of economic development and self-sufficiency. IFDC focuses on increasing productivity across the agricultural value chain in developing countries. This is achieved by the creation and transfer of effective and environmentally sound crop nutrient technology and agribusiness expertise. The IFDC-2SCALE program, funded by the Ministry of Foreign Affairs of the Netherlands, is one of the most innovative incubator programs for inclusive agribusiness in sub-Saharan Africa.

[2SCALE]() develops a portfolio of public-private partnerships (PPPs) in several (10-15) target countries in sub-Saharan Africa. These partnerships aim to promote inclusive business in agriculture, through support to value chain development, agribusiness cluster formation and enabling business environments. The agribusiness cluster approach is designed to help rural smallholders move from subsistence farming to farming as a business and to supply agricultural products for local, national, regional, and international markets. The project partners with national and multinational agri-food companies as drivers to increase productivity and to improve efficiency and sustainability of supported agribusiness clusters and value chains. Specific attention is given to job creation (including for the youth), women entrepreneurship and "base of the pyramid" (BoP) consumers and producers; the latter are most people and therefore the largest market for food products in sub-Saharan Africa.

4. Why Provision of Investment Readiness Technical Assistance?

In a world of abundant liquidity, access to finance to invest in working capital, capital expenditure and expansion for regional and international trade is increasingly challenging to procure for a wide range of cash-intensive business activities, and especially for agri-businesses in Africa. Private sector funders have a high perception of sector and country risk and do not have the ability to assess and manage these risks. Insufficient market data and high transaction costs hinder private sector's investment in agribusinesses.

This concept paper will leverage on the breadth of agriculture financing expertise and experience to co-design a science-based accelerator programme with the Ukama Ustawi project team. This accelerator will address some of the challenges in unlocking investment by identifying high-impact and inclusive bankable businesses in Kenya, Rwanda, Uganda, and Zambia, and de-risk them through the provision of technical assistance and grants. It will also be used as a practice guide to operationalize science-based accelerator programmes across Africa.

5. Unique Selling Point

5.1**. Science-based** – the accelerator leverages the portfolio of CGIAR innovations as well as the expertise of a wide network of international researchers from various disciplines. Agriculture and food systems knowledge is combined with social sciences to create systemic change while considering commercial parameters to ensure business success.

5.2. **Focus on Climate-smart Agriculture** - CSA as a sector remains relatively underexplored in the agriculture funding landscape despite the potential of adaptive and mitigation effects to create stronger and more sustainable value chains[3]. Part of the challenge relates to the commercial viability of solutions compared to tried and tested alternatives. Apart from providing investment readiness support, this accelerator programme focuses on strengthening food, land and water systems through a value chain approach and the CSA practices of agribusinesses, de-risking them through provision of bespoke technical assistance from highly qualified experts and creating a strong investment pipeline of high-impact, high-growth companies.

5.3. **Provides Impact Measurement and Management (IMM) technical support** – the accelerator programme supports agribusinesses to effectively measure and manage impact which is critical to ensuring they achieve their desired result in contributing towards positive environmental and social impact. Companies use this data to improve business performance, identify areas where value can be created and make better decisions to maximise positive impact while minimising negative impact. Further, IMM strengthens the position of a company for investment by impact and/or responsible investors.

5.4. **Provides Investment Readiness technical assistance** – supporting agribusinesses understand their growth plans and financing and how to position their business to potential investors and be equipped to negotiate with them.

5.5. **Promoting gender, youth, and social inclusion** – targeting female and youth-led agribusinesses, as well as strengthening gender and inclusion within business operations.

5.6. **De-risking grant** – following the conclusion of the accelerator programme and pitch day (demo day), companies with the top four scores will receive a grant of USD 20,000 each according to their business scaling plans.

5.7. **Access to investor network, mentors, and experts** – through networking events and technical assistance, agribusinesses will gain access to public and private investors, commercial partners, and industry experts.

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[3] The Agribusiness Ecosystem in East and Southern Africa: Exploring the Role and Synergies of Key Stakeholders in the Space, 2022, CIAT and Briter Bridges

5.8. **PR and marketing support** through existing marketing platforms for agribusinesses already working with Ukama Ustawi (e.g., [Shamba Shape Up](#)) and IFDC-2SCALE. The accelerator team will explore opportunities for PR and marketing support.

5.9. **Access to Alumni Network and peer learning support**

6. Sourcing of Agribusinesses

As part of the first cohort, the Food Systems Accelerator will onboard 10 agribusinesses from Kenya, Rwanda, Uganda and Zambia that are aligned with the following priority areas: sustainable intensification of production through (i) **Mechanization and Irrigation** and (ii) **Conservation Agriculture**, (iii) improving **Nutrition** through crops that diversify from maize and promote alternative staples, legumes and other food and cash crops and add-value or process those crops and (iv) managing agriculture risks (**Agriculture Risk Management**) through access to financial services and adoption of climate information services. Applicants must be working with smallholder farmers as partners either by sourcing produce from them and/or customers by providing products and services to them. They must be for-profit, with at least 2 years of operations, legally registered with the relevant documentation, post revenue with paying customers, a demonstrated business case and commercially viable. Finally, applicants must have a need to scale and accelerate innovative and transformative climate solutions that make the food system more inclusive and resilient.

Four Priority Innovation Themes	Mechanization and Irrigation Conservation Agriculture Nutrition Agriculture Risk Management
Examples of Innovations	Digital Technical Financial Products Services Processes Business models
Countries	Kenya Rwanda Uganda Zambia
Business Stage	Early stage (startup), Growth stage, Expansion stage For-profit and legally registered At least 2 years of operations Post-revenue with paying customers Demonstrated business case and commercial viability ***NGOs, corporate companies, and consultants will not be considered**
Committed strategy	Climate-smart agriculture Working with smallholder farmers Gender and social inclusion

To attract the most promising inclusive agribusinesses, the programme will leverage both physical and digital channels. This approach ensures that the search is inclusive and exhaustive, reaching agribusinesses that may not have a strong online presence.

6.1. Hosting the applications

The Call for Applications will be a competitive application process that will be hosted digitally by VC4A. A dedicated campaign page for the Call for Applications will be created, including documents for download with additional information per priority area. There will be weekly reports on the progress of applications, and a final report when the application period ends. See Annex 2.1. for the Call for Application campaign and Annex 2.2. for the application form.

With input from the IFDC-2SCALE team, VC4A will:
- Set up the campaign page
- Set up the application form page
- Monitor the application process and provide insights on progress from the data
- Provide an online adjudication tool for the selection process
- Support promotion of the programme
- Support post-selection cohort promotion

In addition to the promotional activities provided by VC4A, the IFDC-2Scale and CGIAR team will advertise the Call for Applications through the following channels to attract agribusinesses:

6.2. Digital channels

6.2.1. **Social media:** sharing the Call for Application promotional material on 2SCALE, Ukama Ustawi and CGIAR social media pages such as: LinkedIn, Twitter, and Facebook. The following are the CGIAR science centers that will be approached to assist with spreading the word: CIAT, IWMI, ILRI, CYMMYT and IITA. The Call will be shared three times per week from the launch date to the deadline. This will be coordinated by the 2SCALE team for their social media pages, including those of their partners. CGIAR team will coordinate for their social media pages.

6.2.2. **Ecosystem partners:** promoting the Call by engaging key ecosystem partners to share the promotional materials with their mailing lists, in their newsletters, community sites and forums. See Annex 2.3. for partners that the Food System Accelerator will approach:

6.3. Physical channels

6.3.1. Sending the Call promotional materials to selected networks and business associations on the ground to share with their members.

6.3.2. Leveraging IFDC-2SCALE's large pipeline of agribusinesses to prospect opportunities. The following organizations will be instrumental: IFDC Global, IFDC ESA, 2SCALE, SNV, BoP Inc, ICRA, PrC amongst others

6.3.3. Leveraging Ukama Ustawi and CGIAR's network of agribusiness to prospect opportunities. The following science centers and initiatives will be approached to share within their networks: CIAT, IWMI, CYMMYT, IITA, PABRA, AICCRA and ClimBeR.

6.4. Timeline

The Call for Applications will be launched on 23rd November 2022 and the deadline of submissions will be 23:59hrs CAT on the 22nd of December 2022. The campaign will last for 4 weeks.

7. Selection Process

7.1. Stage 1: Selecting a cohort of 10 Agribusinesses for acceleration

This selection process will involve the following steps:

STEP 1: INTERNAL TEAM REVIEW
The total applications received will be reviewed by the accelerator's core team members represented by 2SCALE and CGIAR UU WP 3 members. Members from the CGIAR Sustainable Finance team will support this step of the selection process.
Screening tool: Rapid Assessment Selection Tool
Shortlist applications to: 25 agribusinesses

STEP 2: EXPERT REVIEW
The shortlisted applications will be reviewed by the accelerator's core internal team represented by 2SCALE, CGIAR UU WP 3 members and a panel of external experts. The external experts will be agribusiness experts from each of the target countries.
Screening tool: Screening form for Agribusiness Proposals
Shortlist applications to: 15 agribusinesses

STEP 3: INTERVIEW
Interview (20 minutes, pressure–like testing) with the accelerator's core internal team and UU WP Leads.
Screening tool: Interview Q&A form
Shortlist applications to: 10 agribusinesses

7.2. Stage 2: Selecting 4 Agribusinesses to receive grant funding

After the 10 agribusinesses selected for acceleration complete the 6-month programme, 4 agribusinesses from each of the target countries will be selected to receive grants and sign a partnership agreement. Each agribusiness will be scored against the following general criteria:

- Full attendance of technical assistance training by member(s) of management team
- Scoring of homework submissions (graded according to timeliness of submission, completeness, quality, and effort demonstrated)
- Satisfactory performance of the enterprise participants in the technical assistance and agreed milestones.
- Full attendance of networking events
- Ability to showcase to judges and investors investment ready/scalable innovations
- Pre-demo Day investor engagement activity scores
- Live pitch at demo day scores

Screening tool(s):

A scoring tool will be developed and jointly reviewed by the core Food Systems Accelerator Team against the criteria above. A further screening on the areas below will provide more scores:

- Ability of the innovation to scale
- Commercial sustainability of the agribusiness
- Ability to pitch and expression of interest by investors to invest (grant, equity, loan)
- Ability of the agribusiness to attract funding
- Environmental and social sustainability of operations
- Ability to demonstrate that women and youth are included either at management level, employee level of the company's operations, supply chain and/or customer level

Selection committee: The Food Systems Accelerator core team, external experts from investment firms and other financial institutions.

Timelines: 1st September – 15th October 2023

See Annex 3 for the selection tools at each stage of the selection process.

7.3. Timelines

Activity	Dates
Call for Applications	23rd November - 22nd December 2022
Step 1 selection	27th December 2022 - 6th January 2023
Step 2 selection	13th - 23rd January 2023
Step 3 selection	6th to 10th February 2023
Final shortlist	13th February 2023
Kickoff and onboarding	22nd – 24th February 2023
Acceleration	1st – 31st August 2023
Pitch day and grant awards	15th October 2023

8. Program Package

Apart from access to finance, the Food Systems Accelerator programme aims to provide support and training necessary to scale agriculture innovations that make food systems in East and Southern Africa more climate resilient, equitable and sustainable, and grow agribusinesses into market-ready and sustainable enterprises.

Providing a needs-based and bespoke curriculum will assist the agribusinesses scale sustainably, increasing their impact, growing local economies, and reducing the risk of failure. As such, a quality technical assistance curriculum is an essential part of a successful accelerator programme.

The Food Systems Accelerator programme curriculum will be guided by the needs of the agribusinesses in the cohort. The information for the needs assessment will be collected:

- During the Call for Applications to get a general understanding of the applicant's needs
- During onboarding of the cohort to get a more in-depth understanding of the agribusiness' needs

However, given the experience of the core team we can generally anticipates the investment readiness needs to fall into some of the following areas:

1. **Technical Assistance** – on IMM and CSA based on a CGIAR developed curriculum.
2. **Business planning** – understanding the importance of and how to build a business plan.

3. **Target market identification** – understand your ideal customer and the size of the market opportunity, as well as how to identify opportunities to think bigger and scale to a larger audience.
4. **Customer acquisition** – learning how to engage key stakeholders.
5. **Competition** – understanding the competition that exists for your business, and how to use competitive analysis to identify and leverage your competitive advantages.
6. **Identification of milestones and metrics** – learning to create a plan for moving your business forward and identifying performance metrics that you will use to measure success.
7. **Human Resource** – build the organization chart for your business and identify when to hire, insource, outsource, as well as alignment to the company's overall vision and culture.
8. **Governance** – strengthen corporate governance of the company by learning how to build a board of directors, identifying and appointing Board of Directors, building a Board Charter and other key aspects.
9. **Fundraising** – learning how to determine how much financing is needed to achieve milestones and success and build a plan for investment funding.
10. **Strategy and projections** – building your growth plan and translating the company's business strategy into a financial forecast. Building an income statement, balance sheet and cashflow statement.
11. **Accounting, legal, tax and other regulatory issues**
12. **Investor engagement** - Building a pitch deck, identifying investors, how to pitch to investors, engaging with investors, negotiations and what to expect in a due diligence process.

8.1. Defining the Programme Package

The Food Systems Accelerator Programme will offer technical assistance in three areas:

8.1.1. **Scientific excellence** which will include:
- Innovation specific climate-smart agriculture
- Gender and social inclusion (GESI) – inclusion of GESI within company level, supply chain level and customer level

8.1.2. **Investment Readiness** which will include:
- Fundraising – training on how to secure finance
- Commercial sustainability – growing a business sustainably
- Regulatory support – launching into exports, navigate industry regulatory issues, etc.

8.1.3. **Impact Measurement and Management (IMM)**

There will be three phases of technical assistance delivery:

8.1.4. **Design and diagnostic**: The technical team will organise an in-person design and diagnostic session for each of the agribusinesses within the cohort in February 2023. The design and diagnostic will identify the TA needs of the agribusinesses. The outputs of the design and diagnostics session will inform the design of the programme curriculum.

8.1.5. **Co-development:** After the needs of the agribusinesses are identified, the technical team and the agribusinesses will co-design a curriculum and structure of TA delivery, including the number of sessions, duration, specific topics covered, type of trainers and the session outputs. Given the experience of the technical team we can generally anticipate 4 sessions per month for the period of implementation using a hybrid delivery method (both in-person and online), and a mix of group sessions

for general trainings and one-on-one sessions per agribusiness for more specific needs. TA experts will receive a general guide and recommendations on how to best prepare for trainings and/or mentoring sessions from the accelerator team.

8.1.6. **Delivery:** each agribusiness receives technical assistance along the 3 areas according to their identified needs. The accelerator programme will provide high-quality TA experts who have practical experience. Trainings will be execution-oriented with the agribusinesses delivering concrete results.

8.2. Monitoring – measuring of deliverables

There will be practical homework/assignments delivered monthly. These monthly milestones will be co-developed with the agribusinesses to ensure that the programme is not too demanding because the entrepreneurs need to work on their businesses. Monitoring of these milestones will be conducted monthly by the accelerator team.

Some KPIs for each agribusiness will include:

- Participating in all the training sessions
- Completion of the homework/assignments given
- Quality of completed homework/assignments
- Timeliness of submission of homework/assignments

9. Community-building Activities

Community building activities are an important aspect of an accelerator programme. Therefore, it is important to include community building services and activities within the programme. Besides all the formal training sessions, the Food System Accelerator will organise some community building activities.

9.1. Alumni Service and Post-programme Support

One important part of community building activities and post-programme support will be focused on alumni members i.e., all the agribusinesses that have successfully graduated from the Food Systems Accelerator programme. This is to maintain or enhance the agribusinesses' investment viability and provide more opportunities for business growth. In addition, satisfied agripreneurs are both the best promotors of the accelerator programme and a strong resource to build a great community.

To build an alumni network, the Food Systems Accelerator programme will:

- Build and maintain an alumni database
- Organise annual networking gatherings between cohorts
- Organise peer-to-peer mentoring: mentoring sessions between alumni members and in-coming cohorts

The accelerator programme will offer the following post-programme support:

- Fundraising support: invite successful graduates to participate in investor road shows
- Presenting successful stories in the media: this will further promote the agribusinesses and the accelerator programme
- Talent scouting: help alumni members attract talent and find key employees for their businesses

10. Investor Relations

One of the key objectives of the Food Systems Accelerator is to link the agribusiness cohort to financing in the form of grants, equity, and debt. Therefore, the accelerator programme will:

10.1. **Identify** - build and maintain a pipeline of suitable investors. This will include, leveraging both the existing network of IFDC-2SCALE and the investor mapping data in the market assessment conducted with Briter Bridges[4] to identify investors and financial institutions that are actively investing in agriculture in East and Southern Africa.

The accelerator programme will work with the following:

- Impact investors
- Development Finance Institutions (DFIs)
- Regional Finance Institutions
- Local Financial Institutions
- Agri Finance Corporations
- Grant funds

10.2. **Prepare** - create an investment pack which will include a deal book and all necessary material for engaging with donors and private sector funders, and an effective communication strategy.

10.3. **Engage**: This will include:
- organising an investor roadshow
- inviting targeted investors to in-person events (kick-off/onboarding, pitch/demo day)
- accelerator programme mid-cycle email updates to investors within the pipeline

10.4. **Monitor:** track and maintain on-going conversations with investors and other funders to monitor progress.

11. Measuring and evaluating performance

The Food Systems Accelerator will conduct an impact assessment to measure the impact and performance of its programme and inform future programmes. A framework will be developed that will:

- Integrate data collection into the accelerator model (including data collection at various stages of the model such as the Call for Applications, selection process and delivery of technical assistance)
- Define appropriate performance and metrics for success. The accelerator programme will leverage metrics developed under AICCRA, and consider these common metrics used in the industry among others:
  o Number of applications to the programme
  o Number of businesses supported
  o Number of conversations between cohort businesses and financial institutions
  o Amount (USD) of follow-on investment raised by businesses
  o Survival rate of businesses
  o Number of jobs supported directly by cohort businesses
  o Number of smallholder farmers impacted
  o Net increase in the incomes of smallholder farmers reached (USD)
  o Hectares of land under production
 o Amount (MT) of food produced

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[4] The Agribusiness Ecosystem in East and Southern Africa: Exploring the Role and Synergies of Key Stakeholders in the Space, 2022

- o Amount (tons) of CO_2 emissions avoided
- o Number of women-led businesses supported
- o Number of partners (investors, corporate) established
- o Number of alumni members
- o Number of mentors willing to support the programme
- Develop data collection systems
- Determine how best to share the data

Development of this framework will be supported by the Monitoring, Evaluation and Learning (MEL) and Impact Assessment experts from CGIAR's WorldFish.

Annexure

1: CGIAR AICCRA Zambia/Ukama Ustawi Technical Assistance Methodology
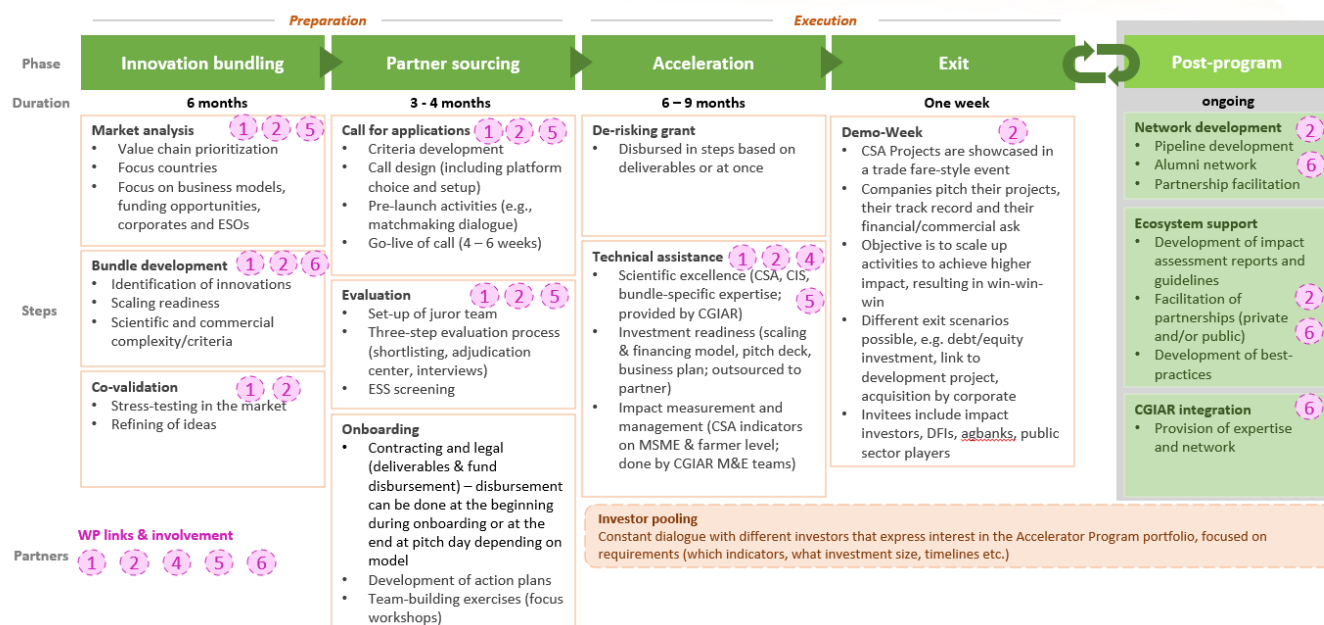
2. Application process

2.1. Call for Applications

1. **Title:** CGIAR Food Systems Accelerator

2. **Tagline:** Delivering Climate-Smart Innovations at Scale

3. **Well-written text describing the opportunity** (ideally divided into short sections:)

Overview of the accelerator program

Climate change continues to pose real threats to food production in East and Southern Africa (ESA). Lack of resilience to climate change, fragmented agri-food value chains, a growing population, food shortages and rising food prices are further undermining food and nutrition security.

The CGIAR Food Systems Accelerator aims to support agribusinesses scale climate-smart innovations among agrifood actors to solve pressing problems in food value chains and contribute to stronger and more sustainable food systems.

Objective

The overall objective of the CGIAR Food Systems Accelerator Programme is to:

- Scale climate-smart food system innovations through strategic support of commercially viable and inclusive climate-smart agribusinesses

- Develop a pipeline of inclusive climate-smart agribusinesses in East and Southern Africa

- Support inclusive climate-smart agribusinesses through a 6-month programme that provides investment readiness and business development, climate-smart agriculture (CSA) and impact measurement and management (IMM) technical assistance, coaching and mentoring.

- Access to finance through de-risking grants to scale CSA innovations and business models and matchmaking with private investors for follow-on capital.

<u>What are we looking for in participants?</u>

i. <u>Priority innovation themes</u>

We are looking for user-centric innovation cases that will lead to broad and positive impacts in food security through the increase in productivity, climate change resilience and adaptation and mitigation of the negative effects on agriculture. We support innovations that are climate-smart and that have a strong case for commercial sustainability. Innovations can be digital, technical, financial, products, services processes, or business models.

These can be existing or planned innovations in either of the four target countries as well as under one of the four priority innovation themes. Supported innovations should be designed to benefit smallholder farmers and associations in East and Southern Africa. Attention will be given to business models that promote agro-processing and provide aggregation services. Women and youth owned companies are encouraged to apply.

The four priority innovation themes are as follows:

- **Mechanization and irrigation:**

  Mechanization is the process of using agricultural machinery to mechanize the work of agriculture greatly increasing farm worker productivity. Mechanization encompasses production, distribution, and utilization of a variety of tools, machinery, and equipment for the development of agricultural land, planting, maintaining crop and livestock harvest and post-harvest operations. Irrigation is the system of applying water to crops and field by aid of machinery like pumps, sprinklers, drip hoses and any other mechanical means. Mechanized irrigation directly increases the water use efficiency leading to many indirect benefits in the climate action area. Some examples of innovations under this theme include, solar powered irrigation, <u>supplementary irrigation</u>, grading and sorting equipment, storage, and processing equipment.

- **Conservation agriculture** is a farming approach that promotes minimum soil disturbance, maintenance of permanent soil covers and diversification of farmed plant species. It enhances natural biological processes and contributes to increased water and nutrient use efficiency reducing the need for chemical fertilizers and the disturbance they create in the environment. The approach is based on practical application of three interlinked principles: (i) continuous none or minimum mechanical soil disturbance (no-till seeding or planting and no-till weeding), (ii) permanent maintenance of soil mulch cover (crop biomass, stubble and cover crops), and (iii) diversification of cropping systems (crop rotations and/or sequences and/or associations involving annuals and perennials, including legumes for natural nitrogen fixation), along with other complementary good agricultural production and management practices. Some examples of innovations under

this theme include, agriculture-based sustainable intensification management practices, Integrated Soil Fertility Management (ISFM) and Integrated Pest Management (IPM).

• **Nutrition-sensitive climate-smart agriculture** are solutions decreasing the trade-offs between agricultural productivity, climate change, and human and animal nutrition. They make farming more climate sensitive and produce more nutritious food while maintaining productivity. Some examples of innovations under this theme include products such as legumes, cassava, livestock, dairy, oil seeds, horticulture (fresh produce and vegetables), and other staples.

• **Agricultural Risk Management (ARM)** is the identification, evaluation, and prioritization of risks in agricultural activities including coordinated and economic application to minimize, monitor and control the probability or impact of unfortunate events and maximize opportunities. They make farming more predictable and increase the resilience of farmers. Some examples of innovations under this theme include advisory services, market linkage services, digitizing the value chain and financial products (microinsurance, savings, lending, and credit guarantees).

  ii. <u>Business stage</u>

● **Early Stage**: companies that have begun to market their products. Will require funding to market products. Funded by venture capitalists and growth equity investors (private equity)

● **Growth Stage**: companies with increased demand for products, that require funding to increase production and are looking for debt or equity investors (venture capital and private equity).

● **Expansion Stage**: companies looking to gain market share locally and/or for export funded by debt and equity (private and public equity).

<u>What do we have to offer to the selected participants</u> –

i. <u>Provision of CSA Technical Assistance (TA)</u>; through this programme each agribusiness will collaborate with CGIAR scientists and experts to receive coordinated and specialised evidence-based TA support that encourages adoption and strengthens their CSA practices, addresses concrete ecosystem challenges, and improves their bankability. Agribusinesses will also have access to research and data.

ii. <u>Provision of Impact Measurement and Management (IMM) Technical Assistance</u>: Agribusiness teams selected to this Programme will receive training on how to effectively measure and manage impact, use their data to improve business performance, identify areas where value can be created and achieve their desired result in contributing towards positive environmental and social impact. This training will be provided by CGIAR network of scientists and experts.

iii. <u>Provision of Investment Readiness Technical Assistance</u>: Each agribusiness in this programme will collaborate with IFDC-2SCALE and its network to receive investment readiness and business development support to help secure financing from the private sector.

iv. <u>De-risking Grant</u>: Following the conclusion of the accelerator program and Pitch Day, four companies will receive USD 20,000 each according to their business scaling plans.

v. <u>Access to investors and corporate partners</u> to attract follow-on funding and potential business opportunities.

4. Application start and end dates

Application start: 23 November 2022

Application end date: 22 December 2022

5. Program dates:
   a) Application period dates; start 23rd November 2022 and deadline 22nd December 2022
   b) First shortlist announcement – 13 January 2022
   c) Second shortlist announcement – 27 January 2023
   d) Final shortlist announcement of cohort -– 10 February 2023
   e) 6-month technical assistance - 1 March 2023 – 31 August 2023
   f) Pitch Day and announcement of grant recipients - 15 October 2023

6. Promotional Video (optional)

7. Header Image of 1280 x 300 pixels

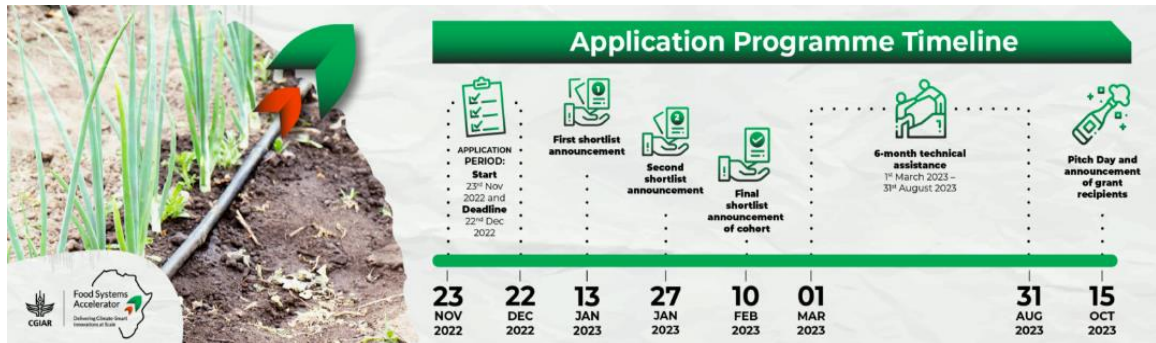**8.** Campaign brand square logo of at least 200 x 200px

9. Target Countries
   a. Kenya
   b. Rwanda
   c. Uganda
   d. Zambia

10. Target SDGs
- **SDG 8 and 10**: The CGIAR Food Systems Accelerator builds and sustains the foundations for economic growth in the agriculture and food sectors
- **SDG 17:** Partnerships supported by the Programme
- **SDG 2 and 3:** integrate a food and nutrition security agenda with direct outreach to consumers
- **SDG 1 and 5:** laying the foundations for viable local economies and equitable agrifood value chains
- **SDG 5 and SDG 8:** promote job creation, skilled and decent work, and inclusive (women and youth) economic growth
- **SDG 13:** The Programme provides SMEs with access to science-based research and innovation which enhances their capacities to make smallholder farmers, local communities, and partners resilient to the effects of climate change

11. A timeline describing the steps (this can also be a visual): What happens after the application period ends, when will applicants know if they are selected, and what happens next? It should clearly answer all questions applicants might have.

12. Website and social media channels
   a. Ukama Ustawi website - https://www.cgiar.org/initiative/21-ukama-ustawi-u2-water-secure-and-climate-resilient-agricultural-livelihoods-in-east-and-southern-africa/
   b. Ukama Ustawi YouTube page - https://www.youtube.com/watch?v=JRtqoLJyyrw&ab_channel=iwmimedia
   c. Ukama Ustawi LinkedIn - TBA
   d. Ukama Ustawi Twitter – TBA

13. Eligibility Criteria
   a. The business should be officially registered and compliant with regulatory authorities. Please provide the following:
      i. A Certificate of Incorporation for a Limited Company or Partnership Deed for a Partnership Business
      ii. 2 years audited accounts or in the case of a startup management accounts for the period in operation.
      iii. At least 2 contact details of company's references
      iv. Team composition
      v. Curriculum Vitae for management team
      vi. Tax Compliance Certificate and/or in the case of a startup tax exemption certificate

   b. A clear inclusive strategy for smallholder farmers, women, and youth within the business model in at least one of the following dimensions: ownership, management team, workforce and policies, supply chain and customers.
   c. Applicants must be a for-profit company and demonstrate commercial viability and either be profitable or on the path to profitability. NGOs, corporate companies, and consultants will not be considered.
   d. Operating in the following countries: Kenya, Rwanda, Uganda, and Zambia.

14. Team members who should have access to the page/applications they should have a VC4A member account and if they are to be shown on the page, a profile photo and additional info should be added to their profiles.

IFDC – 2SCALE

a. Peter Kirimi pkirimi@2scale.org
b. Salome Ng'ang'a snganga@2scale.org
c. Kepha Machira kmachira@ifdc.org

CGIAR

a. Mercy Zulu-Hume Mercy.Zulu@cgiar.org
b. Dahl Hauke H.Dahl@cgiar.org
c. Mahlatse Nkosi M.Nkosi@cgiar.org

15. Organization profiles

CGIAR

CGIAR is the largest agriculture innovation network with a research portfolio of US $900 million, over 3000 partners and clients in 70+ countries focused on enhancing food and nutrition security through a science-based approach to emerging development issues. The main scientific areas of focus include supporting food systems transformation, driving sustainable land and water use, supporting resilient agri-food systems, and creating genetic innovation through crop breeding and seed systems for adaptation of food and farms to meet goals for poverty reduction, gender equality, nutrition, climate, and the environment. Its research is carried out by 13 CGIAR Centers/Alliances in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organisations, and the private sector

Ukama Ustawi

The CGIAR Food Systems Accelerator is a work package in the Ukama Ustawi regional initiative of the CGIAR. The Initiative aims to support climate-resilient agriculture and livelihoods in 12 countries in East and Southern Africa by helping millions of smallholders intensify, diversify, and reduce the risks in maize-based farming through improved extension services, small and medium enterprise development, supporting governance frameworks and increased investment with a gender and social inclusion lens

IFDC-2SCALE

The 2SCALE (www.2scale.org) is one of the most of IFDC (www.ifdc.org) influential incubator and accelerator program of inclusive agribusiness in sub-Saharan Africa. The program support partnerships and business models with significant potential to attract and employ the youth, to engage and empower women, and to improve food and nutrition security (at the consumer end of the value chain), also the program focus on replication of successful business models and on institutional factors that drive or constrain systematic and transformative change, to accelerate and scale inclusive agribusiness.

2.2. Application form

The application form consists of 5 steps:

1. Eligibility criteria
2. General company information

3. Commercial and financial information
4. Climate-smart agriculture
5. Proposal

Steps 1 to 4 comprise of binary and drop-down answers so that the captured responses can be standardized and captured in an excel. Necessary entries are marked with an asterix (*)

Step 5 should provide a download option for a proposal document (.doc) as well as an upload field.

Step 1: Eligibility criteria	
I'm applying with a for-profit business with at least two years national or regional presence and experience, and legally able to perform work in the country. *	*Yes/No*
I have **at least two** years audited financial accounts. *	*Yes/No*
My company is tax compliant. *	*Yes/No*
I have contact details of **at least one** reference for my company. *	*Yes/No*
My management team have relevant experience and qualifications to implement the proposed scope of work in this programme *	*Yes/No*
We are registered in at least one of the target countries (Kenya, Rwanda, Uganda, Zambia) and have relevant local work experience. *	*Yes/No*
We have experience working with at least one of the following key partners and stakeholders: farmers, farmer organisations, agro-input dealers, financial service providers, NGOs, Government agencies, research organizations, other. *	*Yes/No*
If other please provide details here. *	*Free text, max. 100 characters*

Step 2: General information	
Company name *	*Free text, max. 100 characters*
Contact person *	*Free text, max. 100 characters*
Job title *	*Free text, max. 100 characters*
Contact Email *	*Email format*
Entity Physical address *	*If possible, address format (e.g., google maps location link)*
Postal Address (i.e., P.O. Box)	*If possible, address format (e.g., google maps location link)*
Town / City *	Free text*, max. 100 characters*
Country *	*Dropdown (all African countries)*
Telephone No	*Number format*
Mobile No	*Number format*
Entity Website	*Website*
Brief description *	*Free text, max. 280 characters*
Founding year *	*Dropdown (years from 1900 to 2022)*
Number of full-time employees *	*Dropdown (numbers 0 to 1000)*
Type of legal entity (plc, Ltd etc.) *	*Free text, max. 100 characters*
Registration number *	*Free text, max. 100 characters*

Step 3: Commercial and financial information	
Primary sector*	*Drop down* - *Agriculture* - *Agritech* - *Financial Services* - *Clean energy* - All other sectors available in VC4A database - *Other* - *None*
Primary sector (if other)	*Free text*
Primary subsector*	- *Production* - *Harvesting* - *Transport* - *Primary processing & Storage* - *Secondary Processing* - *Distribution, Packaging & Handling* - *Wholesaler & Retailer* - *Service* - *Other* - *None*
Primary subsector (if other)	- *Free text, max. 200 characters*
Primary products*	- *Maize* - *Rice* - *Fish* - *Potatoes*

	- *Bananas* - *Beans* - *Soya beans* - *Cassava* - *Dairy* - *Livestock* - *Sugar* - *Wheat* - *Sorghum* - *Millet* - *Pulses* - *Citrus* - *Groundnut* - *Goats* - *Chicken* - *Not applicable* - *Fruit* - *Vegetables* - *Avocado* - *Other (Please specify)* - *None*
Primary products (if other)	*Free text, max. 200 characters*
Secondary products*	- *Maize* - *Rice* - *Fish* - *Potatoes* - *Bananas* - *Beans* - *Soya beans* - *Cassava* - *Dairy* - *Livestock* - *Sugar* - *Wheat* - *Sorghum* - *Millet* - *Pulses* - *Citrus* - *Groundnut* - *Goats* - *Chicken* - *Not applicable* - *Fruit* - *Vegetables* - *Avocado* - *Other* - *None*
Secondary products (if other)	*Free text, max. 200 characters*

Do you provide a digital product or service (software, web or mobile app, USSD)?*	*Yes/No*
Digital product or service if yes*	*Drop down* - *Advisory* - *Financial services* - *Procurement* - *Ecommerce* - *Smart farming* - *Other* - *None*
Digital product or service (if other)	*Free text, max. 200 characters*
Stage of company*	*Drop down* - *Early* - *Growth* - *Expansion*
Est. revenue 2022 (USD)*	*Drop down* - 0 - 10 000 - 10 000 - 50 000 - 50 000 - 250 000 - 250 000 - 1 million - 1 million - 5 million - < 5 million
Are you currently looking for funding? If so, what type?*	*Drop down* - *Grant* - *Concessional debt* - *Debt* - *Venture capital/equity* - *Other* - *No*
If other	*Free text, max. 200 characters*
How much investment are looking for (USD)?	*Drop down* - *0 - 10 000* - *10 000 - 50 000* - *50 000 - 250 000* - *250 000 - 1 million* - *1 million - 5 million* - *< 5 million*

Step 4: Climate-smart agriculture and social inclusion information
Climate-smart agriculture (CSA) is an approach to help guide actions to transform and reorient agricultural systems to effectively and sustainably support development and food security under a changing climate. CSA is not a new production system – it is a means of identifying which production systems and enabling

institutions are best suited to respond to the challenges of climate change for specific locations, to maintain and enhance the capacity of agriculture to support food security in a sustainable way.

CSA consists of three defining principles: enhancing agriculture's resilience to climate change, reducing agricultural greenhouse gas emissions, and sustainably increasing production

Women founders in team*	*Drop down* - *All* - *At least one* - *None*
Number of women in management team*	*Drop down* - *75 – 100%* - *50 – 75%* - *25 – 50%* - *0 – 25%*
Number of women employees*	*Drop down* - *75 – 100%* - *50 – 75%* - *25 – 50%* - *0 – 25%*
Are your target customers smallholder farmers?*	*Drop down* - *Yes* - *No* - *In parts* - *Not applicable*
Are your suppliers smallholder farmers? *	*Drop down* - *Yes* - *No* - *In parts* - *Not applicable*

If applicable, please chose which statement about your innovation applies the most about your proposed innovation (step 4)

Productivity: The proposed innovation...*	*Drop down* - *leads to an increase in yields of the users* - *reduces the share of agricultural land classified as having moderate to severe water erosion/wind risk* - *enhances soil fertility* - *enhances biodiversity of the farming landscape in comparison with current interventions in similar farming systems* - *increases the share of irrigated agricultural land as a result of the technology* - *reduces water withdrawal for agriculture use as a share of total water withdrawal*

	- *reduces the agriculture energy use as a share of total household energy use* - *increases the share of agricultural land on which integrated pest management practices are adopted* - *improves livestock diversification in comparison with current interventions in similar farming systems* - *improves livestock resource management in comparison with current interventions in similar farming systems* - *improves feed production in comparison with current interventions in similar farming systems* - *leads to the diversification of livelihood activities in comparison with current interventions in similar farming systems* - *Not applicable*
Resilience: The innovation…*	*Drop down* - *will improve the human capital (technical skill levels) of producers in the target area* - *will increase the stability of agricultural production needed to help producers meet their own basic food security and income needs* - *will promote the diversification of the income and asset bases of users* - *will promote crop diversification in the target area* - *will involve the incorporation of site-specific knowledge in its application* - *will facilitate cooperation and networking among producers* - *will foster local and regional production and supply chains* - *will provide opportunities for feedback from extension workers* - *will narrow existing power differentials in the community* - *will contribute to reducing existing gender inequalities* - *will increase the resilience of the cropping system to drought* - *will increase the resilience of the livestock to drought* - *not applicable*
Mitigation: The innovation…*	*Drop down* - *meets emissions intensity targets* - *sequesters carbon in comparison with current interventions in similar farming systems* - *not applicable*
In which phase is your innovation?*	*Drop down* - *planned* - *existing* - *other*
If other, then…	*Free text (max 150 characters)*

Step 5: Proposal	
Which innovation theme are you applying for:	*Drop down* - *Mechanization & Irrigation*

	- *Conservation Agriculture* - *Nutrition* - *Agricultural Risk Management*

Download the proposal document

Please download the proposal document by clicking button below:

<p align="center"><< CTA Button Proposal document download >></p>

Please fill the document offline and come back to upload the file in the field below in order to complete and submit your application:

Please provide the documents as listed below*	Proposal (.doc; max. 6 pages), Management team CVs (.pdf), Organizational charts including management (.jpeg or .pdf), Company registrations (.jpeg or .pdf) Tax compliance certificate (.jpeg or .pdf) 2 year audited financial accounts (.jpeg or .pdf) Pictures of the innovation (.jpeg) Youtube video link for the innovation (optional)

Thank you for your interest in this program. By submitting your application you agree program staff and selection committee are able to review the information you have posted to VC4A.

Submit   **⚙ Save & continue later**

Proposal guideline

Length: max. 6 pages, max. 2,500 words

Project title: in alignment with your proposed innovation

Innovation theme:

Submitter:

Location:

What is the innovation proposed by your company?
A brief description of your company (max 200 words)

A brief description of your proposed innovation (max 200 words)

How does the innovation fit into the innovation theme? (max 100 words)

What markets do you target with the innovation? (Max 100 words)

Briefly describe the target markets (end-users, competitors, prices, quality etc.) (max 300 words)

How do you compete on the target markets? Please briefly describe your strategy including traction (max 300 words)

List the key partners involved in your business and explain their roles (max 150 words)

How are you planning to scale the innovation?
A brief description of the key results you wish to achieve (max 200 words)

Please provide your scaling/growth strategy (max 200 words)

A brief description of the involved activities (max 200 words)

Please provide your financing strategy (max 200 words)

What are the main phases of the project? Where are you currently? (Max 200 words)

What are the main risks to your success? (max 100 words)

What kind of support do you look for from the CGIAR Food Systems Accelerator? (max 100 words)

Sustainability impact
If any, what ecological benefit is your innovation providing? (max 50 words)

If any, what social benefit is your innovation providing? (max 50 words)

What environmental risks exists and how can they be mitigated? (max 100 words)

What social risks exists and how can they be mitigated? (max 100 words)

2.3. Call for Application channels

Country	Organisation	Type
Kenya	Ministry of Agriculture, Livestock, Fisheries and Cooperatives	Government Association
	IFDC	International organisation
	SNV	International organisation
	BoP Inc.	Organisation
	AFO	Project
	Kickstart	Mechanization provider
Rwanda	Norrsken Foundation	Entrepreneurship hub
	IFDC	International organisation
	Pan African Farmer's Organisation (PAFO)	Organisation
	Impact hub Kigali	Technology hub
	KLab	Technology hub
	Iris Hub	Technology hub
	Globalgro Ignition	Accelerator/Incubator
	Concern worldwide	organization
	AFO	Project
	One Acre Fund	Organisation
	Care International	Organisation
	FXB Rwanda	Organisation
	Caritas Rwanda	Organisation
	ARDI	Organisation
	Duhamic Adri	Organisation
Uganda	IFDC Uganda	organization
	SNV Uganda	organization
	Ministry of Agriculture, Animal Husbandry and Fisheries MAAIF Uganda	organization
	Kilimo Trust Uganda	organization
Zambia	Zambia Association of Manufacturers (ZAM)	Business Association
	National Advisory Board for Impact Investment (NABII)	NGO
	Prospero Ltd	NGO
	Bongo Hive	Technology hub
	WEAC Zambia	Entrepreneurship hub
	She Entrepreneur	Business platform for women
	Musika	NGO
All	VC4A	Network partner
	African Food Changers	Network partner
	The Rallying Cry	Gender Lens NGO
	Inclusive Business Network	Business platform

3. Selection Tools

3.1. Step 1 – Rapid Assessment

<u>Scoring</u>

Low	Medium	High
1	2	3

<u>Assessment</u>

1. Check that the following documents are present and are valid:
   i. Company registration – check that the company is registered in one of the target countries (Kenya, Rwanda, Uganda, Zambia)
   ii. Latest 2-year audited accounts or management accounts – *judges can be flexible if a company has a strong innovation, business model and management team*
   iii. Tax compliance certificate or Tax exemption – *judges can be flexible if a company is a startup and/or mentioned they are exempt from paying taxes in their proposal*
   iv. Check that the company is <u>NOT</u> an NGO, corporate or consultant
   v. Check that the company is innovating in one of the following priority innovation themes:
      - Mechanisation and irrigation
      - Conservation agriculture
      - Nutrition
      - Agriculture Risk Management

NOTE: REJECT INCOMPLETE APPLICATIONS

2. Management team
   a. Do you think the company has a strong management team?
      i. Check team composition
      ii. Check management team CVs
      iii. Check company reference(s)

Low	Medium	High
1	2	3

3. Profitability
   a. Is the company close to profitability?
      i. Check 2021 Income Statement from audited accounts or management accounts (revenue, operating profit/EBITDA, net profit)

Not profitability	Close to profitability	Profitable

No or low revenue, no or low operating profit/EBITDA negative, net profit negative	revenue high, operating profit negative but close to 0/EBITDA negative but close to 0, net profit negative	Revenue high, operating profit positive/EBITDA positive, net profit negative but close to 0 OR positive
Low	Medium	High
1	2	3

4. Market traction
    a. Does the company have significant market traction?

If Business to Consumer (B2C)

No. of customers	No. of customers	No. of customers
0 to 100	100 to 300	Greater than 300
Low	Medium	High
1	2	3

If Business to Business (B2B)

No. of clients	No. of clients	No. of clients
0 to 30	30 to 100	Greater than 100
Low	Medium	High
1	2	3

5. Gender Inclusion
    a. Is the company founded by a woman?
        i. Sex of cofounders

Sex of founders	Sex of founders	Sex of founders
All male cofounders	Mixed cofounders	All female cofounders
Low	Medium	High
1	2	3

        ii. Sex of management team

% Female	% Female	% Female
0 to 50%	50 to 75%	75 to 100%
Low	Medium	High
1	2	3

6. Climate-smart Agriculture
    a. Is the innovation being used by smallholder farmers?

No	A few number of farmers	High number of farmers
Low	Medium	High
1	2	3

a. Does the proposed innovation(s) contribute to at least one science-based climate solution – productivity, resilience (adaptation), mitigation

Mitigation - Indicates if the company has the potential to positively impact the environment through encouraging and supporting practices that reduce CHG emissions (e.g. energy, fertiliser usage).

Adaptation - Indicates if the company has the potential to positively impact the environment through fostering climate resilience and implementing adaptation actions to respond better to climate variability and change (e.g. drought resilience, water management).

Productivity - Indicates if the company has the potential to positively impact the environment through developing more efficient use of land and inputs, reducing wastage and boosting local economies.

None	One CSA solution	More than one CSA solution
Low	Medium	High
1	2	3

3.2. Step 2 – Screening form for an agri-business proposal

Criteria	Description	Weight	Star
Management Team	The team has the qualifications needed to make the business successful. Management team members have complementary expertise.	10%	5
Innovation Theme	The company is innovating in one of the following priority innovation themes (Mechanisation and irrigation, Conservation agriculture, Nutrition, Agriculture risk Management)	10%	5
Gender	Does the enterprise have women founders/ women in leadership/management team/ supporting women in its ecosystem?	10%	5
Company's profitability	Is the company close to profitability (for growth stage companies) / does the company have revenues (startup companies)?	10%	5
Agribusiness 4 C's	Character: *The motivation of the agribusiness and the extent to which the Agribusiness is adhering to minimal standards of Social Responsibility (SR)* Competence: *A review of the practicability and a check on whether the innovations adopted/applied for make economic/business sense thus making scalability possible.*	10%	

	Capital (Social): *Analyse the relationships the agribusiness has with suppliers, buyers, employees, and other stakeholders.* Capital (Finance): *Describe and analyze the financial situation of the agribusiness, as well as its current relationships with financial institutions. Has the company already received financing from investors? What finances are available to trigger scaling of innovations?*		
Competitive potential	*Review the market potential of the proposal, taking into consideration production and value addition conditions, channel options for core and supplier value chains, risks, and competitive forces. What do you conclude from this assessment?*	10%	5
Impact	*Explain the potential impact for Climate-smart Agriculture, nutrition-sensitive CSA, mechanization and irrigation, Agricultural Risk Management, what the agribusiness has already done to incorporate impact in its relationships with farmers and other rural entrepreneurs, job creation, youth inclusion, women economic empowerment. What do you conclude from this assessment?*	10%	5
Investment Commitment	*Indicate the type of investment and contribution by the agribusiness, like equipment purchase, staff time, training costs, etc. Reflect whether you think the agribusiness is able to contribute based on the financial information provided.*	10%	5
Policy alignment and Scalability	*Explain what main sector challenges may affect the implementation and scaling of the innovations, attracting investments and how the agribusiness could align its proposal with public policies - local and national governments, sector initiatives and industry platforms. Explain to which extent the business model is scalable and replicable in other geographic areas and/or other industries.*	10%	5
Environmental impact and risks	*Describe how the agribusiness incorporates strategies to have a positive effect on the environment or avoid/minimize the risk of negative effects on the environment. Indicate also to which extent the agribusiness is exposed to climate change, and proposed productivity, adaptation and/or mitigation measures is already known.*	10%	5