



## Cohort 1 - Call for Applications Report

CGIAR Food Systems Accelerator

Work Package 3

Ukama Ustawi CGIAR Initiative on Diversification in East and Southern Africa

1 April 2023

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**Acknowledgement**

This work was carried out with support from the [CGIAR](#) initiative, [Ukama - Ustawi \(UU\): Diversification for resilient agrifood systems in East and Southern Africa](#), and we would like to thank all the funders who support this research through their contributions to the [CGIAR Trust Fund](#).

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## 1. Executive Summary

The CGIAR Food Systems Accelerator (CFSA) is an agribusiness capacity-strengthening support program developed by WP 3 in the Ukama Ustawi (UU) Initiative. It is a science-driven accelerator program designed to support agribusinesses scale climate-smart innovations in agrifood systems to solve pressing problems and to contribute to stronger and more sustainable value chains in East and Southern African countries. 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.

The CFSA was successfully launched in Nairobi, Kenya on November 23rd, 2022. The **Call for Applications resulted in a total of 849 applicants, out of which 288 met the high-quality standards for prequalification.** The accelerator program successfully attracted women-led or co-led agribusinesses, with 69% of applicants featuring at least one woman in the founding team. The majority of applicants (72%) indicated that they were targeting smallholder farmers in their business model, and 52% claimed to have a digital innovation, highlighting the potential for technology in transforming the food systems sector. The most mentioned crops were maize, beans, soya beans, potatoes, livestock, and rice, underscoring the importance of diversifying food production.

The accelerator program received high visibility and interest on the VC4A platform, social media and word of mouth, and the qualification requirements helped filter out lower quality applications. The success of the sourcing process can be attributed to the use of networks of on-ground teams and organizations, social media publicity, a cohesive internal core team, the use of VC4A and IFDC communication channels, and the involvement of different technical experts in the selection process. These highlights can serve as a guide for future sourcing efforts by the CFSA.

The accelerator program core team analyzed the performance of the Call for Applications and recommended several strategies to improve the next Call. Based on the insights gained, the team suggested reducing the number of required attachments to increase the completion rate of applications. The team also plans to target previous applicants who almost made it to the shortlist with personalized emails to encourage them to reapply. In addition, the team recommended exploring alternative marketing strategies to reach potential applicants who are not active on social media, and partnering with local accelerators and incubators to leverage their networks and resources. By implementing these recommendations, the CFSA core team hopes to attract a wider pool of high-quality applicants and improve the overall performance of the next Call for Applications.



## 2. Introduction

The CFSA program initiated a Call for Applications targeting agribusinesses in Kenya, Uganda, Rwanda, and Zambia, with the aim of supporting agribusinesses to scale climate-smart innovations and strengthen sustainable food systems in the region. To achieve this, the program is designed to provide selected agribusinesses with tailored technical assistance in climate-smart agriculture (CSA) and investment readiness training, as well as mentorship, peer learning, and access to funding opportunities.

This report provides a detailed overview of the program, including the application and selection process used for the first cohort. The program received a high number of applications, and a rigorous qualification process was put in place to ensure that the most suitable agribusinesses were selected.

## 3. Program Overview

The CFSA program is a 6-month initiative designed to provide support to agribusinesses in East and Southern Africa. Its primary objective is to help selected businesses scale up their CSA innovations and to promote sustainable food systems in the region. The program offers technical assistance, training, mentorship, and access to funding opportunities to its participants.

The overall objective of the accelerator is to support up to 30 agribusinesses (40% women-led and 40% youth-led) with technical assistance by 2024 and facilitate at least USD 5 million of new finance that has been unlocked, or in the process of being invested through debt, equity, or grants.

More specifically, the program seeks to achieve the following objectives:

- Scale up climate-smart food system innovations through strategic support of commercially viable and inclusive agribusinesses.
- Develop a pipeline of inclusive climate-smart agribusinesses in East and Southern Africa.
- Support inclusive climate-smart agribusinesses with investment readiness and business development, CSA, and impact measurement and management (IMM) technical assistance, coaching, and mentoring.
- Provide access to finance through de-risking grants to scale CSA innovations, and matchmaking with private investors for follow-on capital.



The program is divided into three phases. The initial phase spans over one month and involves an intensive sourcing process of agribusinesses. The second phase is the selection process, and final phase is the technical assistance program. Additionally, the program includes mentorship support for the agribusinesses, to provide guidance and help them achieve their goals.

#### 4. Analysing the Performance of the Call for Applications

From November 23rd to December 22nd, 2022, the Call for Applications was open to agribusinesses in Kenya, Uganda, Rwanda, and Zambia. Interested agribusinesses were directed to an online applications page hosted by the [VC4A platform](#), where they were required to provide company details, team member information, financial information, existing CSA practices, and social impact data (including gender inclusion and information on the smallholder farmers they worked with). Additionally, applicants were asked to submit a short video or photos explaining their business model and CSA innovation, along with a proposal for the innovation they were scaling or attempting to scale. The program timeline can be found below in Figure 1.

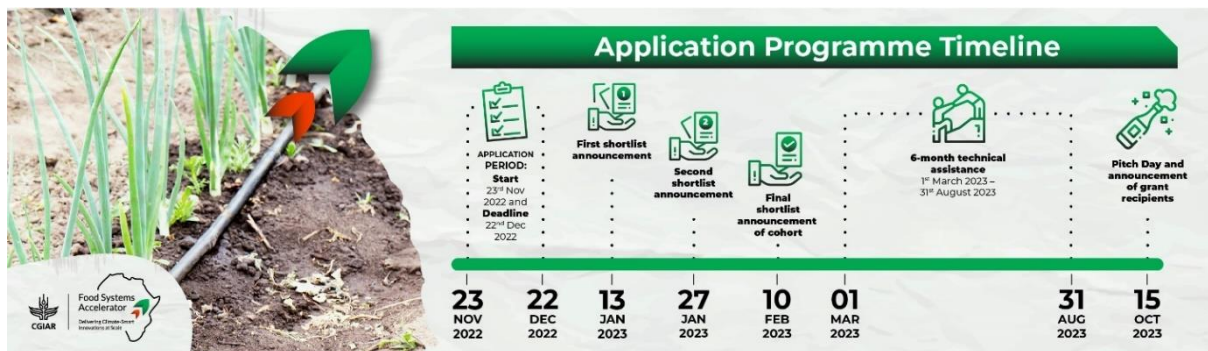


Figure 1

The Call for Applications was advertised through IFDC Global and 2SCALE social media channels, the VC4A network, as well as IFDC, 2SCALE, and CGIAR networks on the ground in the respective countries. The CFSA core team worked with over 30 partners to disseminate the Call for Applications, which resulted in an overwhelming response. The Call for Applications was open for a period of four weeks and attracted over 849 applicants from across the four target countries, with 288 applicants completing the application process.

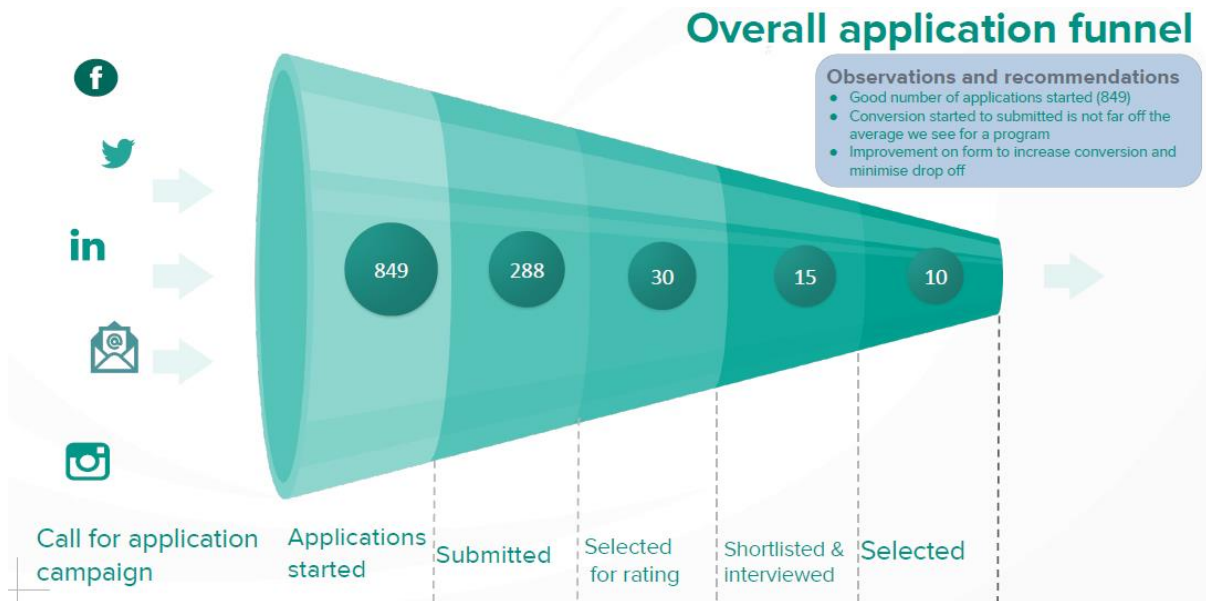


Figure 2

To further guide potential applicants, the team prepared a FAQ list – Appendix 4, which was embedded on the VC4A online application platform. This was also supported by a webinar recorded mid-application period. The webinar targeted all the ongoing applicants to provide a guide and re-clarify some of the criteria that seemed to be a barrier to completing the application.

#### 4.1. Statistics and Analysis

Before presenting the statistics from the submitted applications, it is important to note that the analysis is based solely on the information provided in the applications and does not take into account any additional research or verification. Additionally, it is important to acknowledge that the data was analyzed using the VC4A platform, which may have limitations in its data collection and analysis methodologies. Therefore, the statistics presented should be interpreted as indicative and not definitive.

##### 4.1.1. Country breakdown

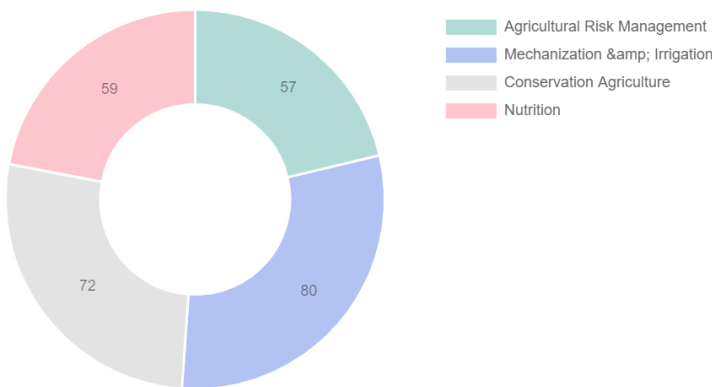


Figure 3

The majority of applications came from Kenya, which accounted for 31% of the total number of applications received. Uganda closely followed with 20% of the applications. Other target African countries that applied included Zambia with 13% and Rwanda with 8%. The VC4A team's report indicated that they typically receive fewer applications from Uganda and Zambia than from other countries on their platform. This feedback underscores the effectiveness of the CFSA team's efforts in disseminating the Call for Applications in those countries.

Despite indicating to the public that target countries for this Call for Applications was Kenya, Rwanda, Uganda, and Zambia, the program still received applications from the following countries each contributing less than 1% to the total applications: Brazil, Egypt, Germany, Morocco, Netherlands, Sierra Leon, Somalia, South Africa, Togo, United Kingdom, and United States. Notably, 22% of the applicants did not specify their country of origin.

#### 4.1.2. Innovation Theme

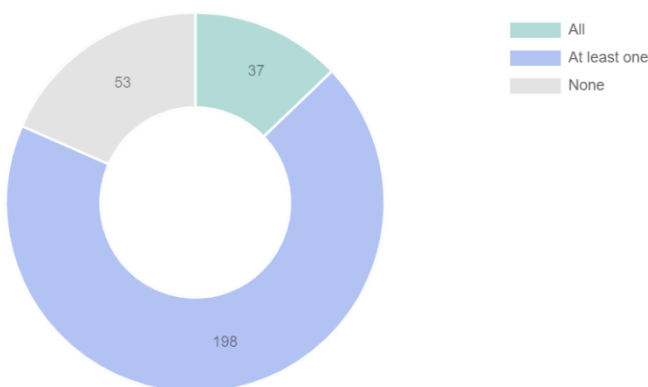


The statistics in Figure 4 show that 27.8% of applicants indicated that they are involved in mechanisation and irrigation, 25% in conservation agriculture, 20.5% in nutrition, and 19.8% in agriculture risk management. 6.9% of applicants did not indicate which innovation theme they were applying to.

Figure 4

#### 4.1.3. Gender

##### a. Women founders in team



##### b. Number of women in management

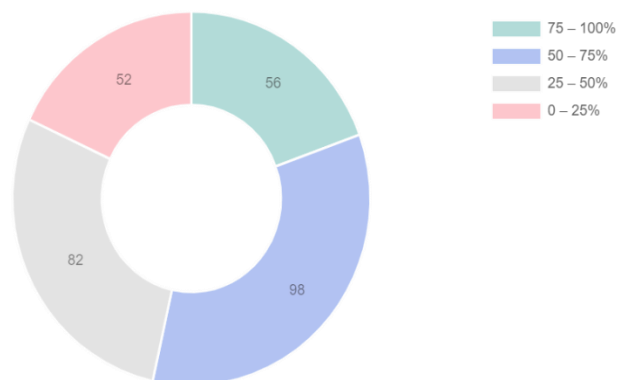


Figure 5

According to Figure 5a, 12.8% of applicants indicated that all their founders were women, and at least 68.8% of the applications say they featured at least one woman in the founding team. 18.4% stated that there were no women founders in their team. Additionally, as shown in



Figure 5b, 53.4% of applicants indicated that they have more than 50% of their management teams consist of women. This data suggests that the program was successful in its efforts to encourage women-led or co-led agribusinesses to apply. The high percentage of applications with female founders suggests that the program's outreach efforts and messaging effectively reached and resonated with women entrepreneurs in the agribusiness sector.

In conclusion, the high percentage of applications featuring at least one woman in the founding team in the CFSA suggests that the program was successful in its aim to encourage women-led or co-led agribusinesses to apply. This data shown in Figure 5 highlights the potential for targeted outreach and support to help address the gender gap in entrepreneurship and promote greater diversity and inclusion in the agribusiness sector. The CFSA's efforts in this area are commendable, but ongoing efforts will be needed to ensure that women have equal opportunities to succeed in agribusiness and other industries.

#### 4.1.4. Engaging Smallholder Farmers

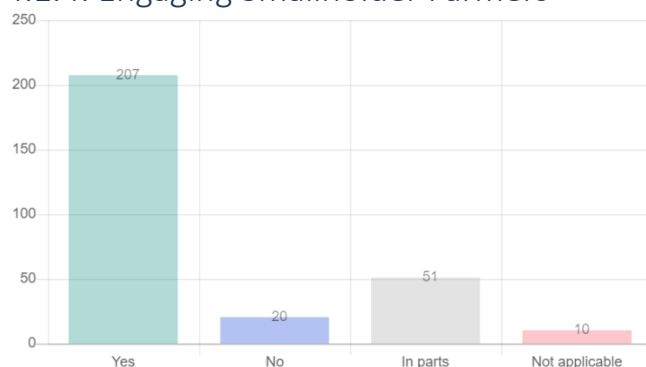


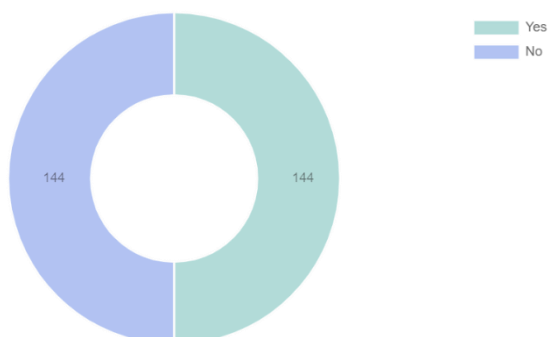
Figure 6

The statistics in Figure 6 indicate that 71.8% of applicants to the program mentioned that they are targeting smallholder farmers in their business model. This is significant, because this percentage suggests that a majority of CFSA applicants are focusing on serving small-scale farmers. This is an important trend, as smallholder farmers make up a large portion of the agricultural industry in many countries, particularly in East and Southern Africa.

Furthermore, this statistic suggests that the accelerator program is successfully attracting entrepreneurs who are interested in serving smallholder farmers. The program's focus on promoting sustainable and inclusive agribusiness models appears to be resonating with applicants who are seeking to make a positive impact on their communities while also building successful businesses.

#### 4.1.5. Digital Product or Service

##### a. Agribusinesses providing a digital



##### b. Type of digital innovation

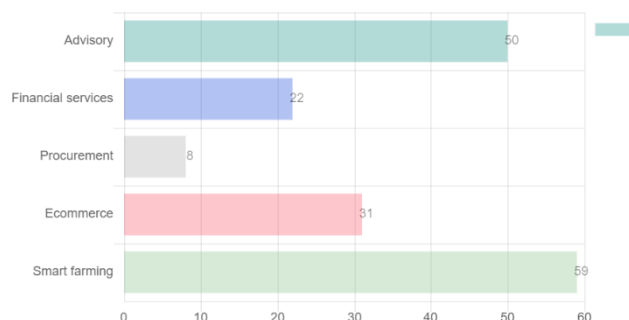


Figure 7

According to analysis of the applications shown in Figure 7, 50% of the applicants claimed to have a digital product or service as part of their innovation. Among the digital products and services, smart farming accounted for the highest percentage at 20.4%. This refers to the use of sensors, drones, satellites, and other farm assets to generate and transmit data about a specific crop, animal, or practice to support agricultural activities<sup>1</sup>. Advisory services, which provide smallholder farmers with agronomic and livestock advice, market prices, weather, and climate information, as well as financial and digital literacy training, account for 17.3%. Ecommerce platforms for buying and selling agricultural produce and inputs online account for 10.7%, while digitally enabled financial services for smallholders to facilitate their inclusion in the formal financial economy account for 7.6%. Digital solutions in the agricultural last mile that enable a range of digital systems and processes to transition from paper to digital accounted (procurement) for 2.8%.

The high percentage of applicants with digital innovations highlights the potential for technology to play a significant role in transforming the food systems sector, improving efficiency, sustainability, and access to food.

It is worth noting that the meaning of "digital product or service" can be broad, and can encompass a range of technologies, from data analysis tools to e-commerce platforms. However, overall, this information suggests that entrepreneurs and innovators agriculture are recognizing the value of digital solutions and are exploring ways to leverage technology to address challenges in food systems.

<sup>1</sup> Definitions from: GSMA and IDB Lab. (2020). Landscaping the agritech ecosystem for smallholder farmers in Latin America and the Caribbean. [PDF]. Retrieved from <https://www.gsma.com/mobilefordevelopment/resources/landscaping-the-agritech-ecosystem-for-smallholder-farmers-in-latin-america-and-the-caribbean/>

#### 4.1.6. Primary Sector Activities

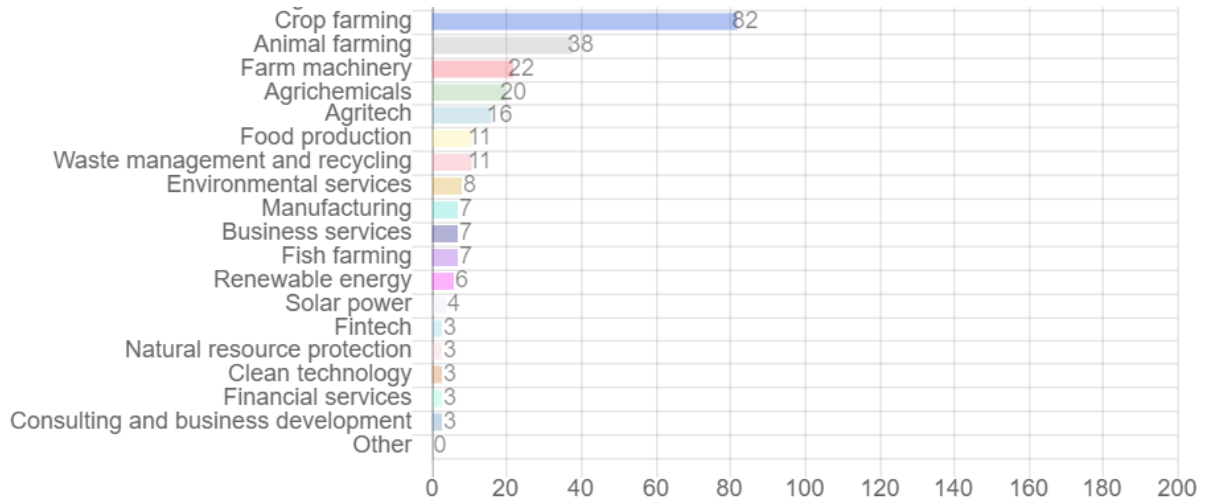


Figure 8

According to the statistics shown in Figure 8, 28% of applicants to the CFSA program indicated that they are involved in crop farming, 13% in animal farming, 8% in farm machinery, 7% in agrichemicals, and 6% in agritech. 63.5% did not indicate their primary sector activities.

#### 4.1.7. Primary Product

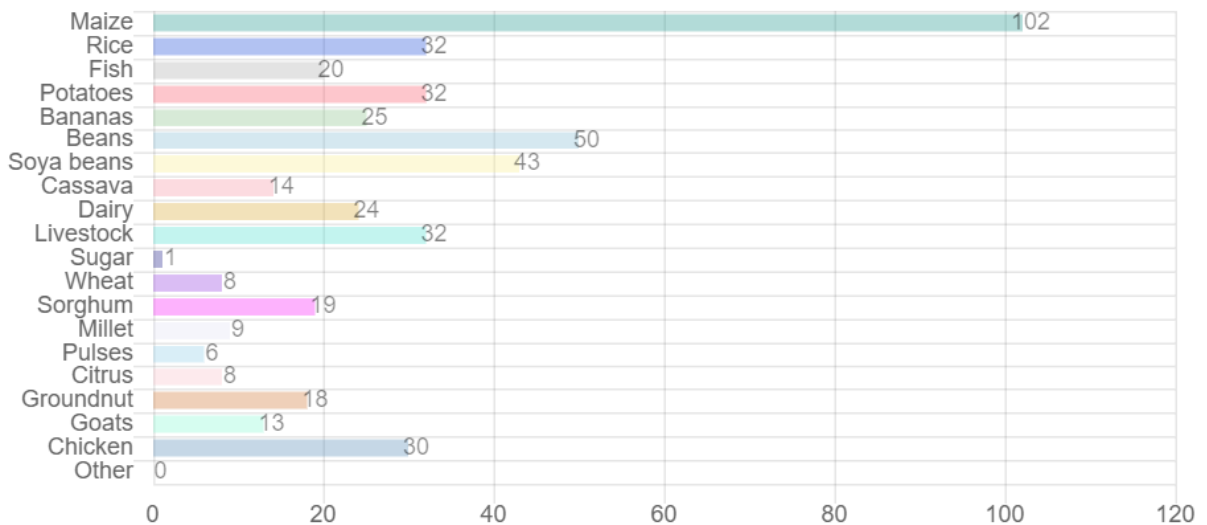


Figure 9

The data provided by the applicants to the CFSA program shown in Figure 9 suggests that maize is the most mentioned cultivated crop, with 35% of applicants reporting it as their main product. This is followed by beans at 17%, soya beans at 15%, and potatoes, livestock, and rice all tied at 11%. These statistics highlight the diversity of the agricultural sector and the different crops and livestock that entrepreneurs are working with. It is important to note that these statistics may reflect the crops and livestock that are most grown or have the highest demand in the regions where the applicants are based. However, overall, this information

underscores the importance of supporting a range of agricultural businesses and diversifying food production to ensure sustainable and resilient food systems.

#### 4.1.8. Business Stage of Companies

The stage of a business is a crucial factor, as it can greatly affect the company's trajectory and fundraising. According to the statistics provided, 55% of all applications were from growth stage companies, while 48% consider themselves to be in the start-up stage.

This data suggests that a significant portion of agribusinesses that applied to the CFSA program are already established and experiencing growth, while a slightly smaller percentage are still in the early stages of development. It is important to note that the definitions of "start-up" and "growth" stages can vary depending on industry and context, but overall, this information highlights the diverse landscape of agribusinesses seeking assistance or resources.

In conclusion, understanding the stage of a business is crucial for identifying its needs and potential opportunities for growth. The statistics provided suggest that a mix of start-ups and established companies are seeking support, indicating a need for resources and guidance for businesses at various stages of development.

#### 4.2. Insights and Recommendations

After conducting a review of the Call for Applications in collaboration with the VC4A team, the CFSA team identified several areas for improvement and formulated recommendations for the next round.

The VC4A platform recorded over 12,940 sessions and 26,084 page views, with a 3% conversion rate from 100 mail invitations selected by VC4A. However, many applicants using social media did not complete their applications due to difficulty in being required to attach documentation. Some applicants use a mobile phone to apply making this process challenging. On the other hand, the email campaign had a high initial interest, with a 36% open rate and 14% click-through rate, which was higher than other similar programs on the platform.

Based on these insights, the CFSA core team recommends reducing the number of required attachments for future Calls to increase the completion rate. The team also plans to target previous participants who almost made it to the shortlist with personalized emails to encourage them to reapply. Additionally, the core team suggests exploring alternative marketing strategies to reach out to potential applicants who are not active on social media. Lastly, the team recommends partnering with local business accelerators and incubators to leverage their networks and resources in promoting the Call for Applications. By implementing these recommendations, the CFSA core team hopes to improve the overall performance of the next Call for Applications and attract a wider pool of high-quality applicants.



## 5. Analysing the Performance of the Selection Process

### 5.1. Preparation

#### *Onboarding Judges*

Together with the CFSA core team, the VC4A team, conducted a judges onboarding session. This session guided the judges on how to navigate through the platform during the judging process. Salome Ng'ang'a, a Financial Inclusion Specialist for 2SCALE, together with the CFSA core team took the judges through selection guides and screening tools, which helped them familiarize themselves with the process and review of applications.

The tools used have been annexed in this document as Appendix 1 and Appendix 2.

#### *Communication*

During the steps 1 and 2 selection period, two temporary WhatsApp groups were created. The WhatsApp groups were a quick way to ask questions and get urgent responses. The VC4A team was also added in the groups where the judges were reviewing and rating the agribusinesses on the VC4A platform. This was necessary as some of the technical aspects of the platform needed expert support.

#### *Judge composition*

The CFSA team had a blended team of internal and external judges taking part in the selection process. This included Work Packages 1, 2 and 5 of the UU Initiative. This was necessary to create an all-round and well-balanced review of the applicants to ensure that the selected agribusinesses met the overall objectives of the UU Initiative on the impact domains across East and Southern Africa region. Below is the total list of the judges that supported various stages of the selection process:

Name	Title	Organisation
Mercy Zulu-Hume	Sustainable Finance Specialist and Program Lead	CGIAR - ABC
Hauke Dahl	Scaling Specialist and Program Co-lead	CGIAR - IWMI
Peter Kiriimi	Snr Financial Inclusion Specialist	IFDC – 2SCALE
Salome Ng'ang'a	Financial Inclusion Specialist	IFDC – 2SCALE
Dr. Eliud Birachi	Market research and agriculture value chain development expert	CGIAR – ABC PABRA
Peter Wamicwe	Sustainable Finance Specialist	CGIAR - ABC
Ena Marie Derenoncourt	Sustainable Finance and gender expert	CGIAR - ABC
Mahlatse Nkosi	Business Acceleration Intern	CGIAR - IWMI
Samuel Ssempala	Country Director - Uganda	IFDC
Musenga Kabalika	Senior Consultant - Zambia	IFDC

Lombe Muzala Batunda	Investment Manager	Prospero
Bitta Wycliffe	Investment Manager	Goodwell Investments
Dr. Nathaniel Peterson	Agriculture and Natural Resource, decision theory and behavioural economics	CGIAR - ABC
Dr. Tinashe Dirwai	Irrigation Specialist	CGIAR - IWMI
Dr. Karen Nortje	Senior Researcher – Gender and Social Inclusion	CGIAR - IWMI
Dr. Blessings Mhlanga	Cropping Systems Agronomist	CGIAR - CIMMYT

### *Confidentiality and Conflict of Interest*

To ensure that all information received from the applicants remained confidential, all external judges signed a Confidentiality and Non-Disclosure Agreement. The CFSA core team values confidentiality of information to protect the intellectual property of the participating businesses and to create a safe environment where entrepreneurs feel comfortable sharing sensitive information about their business ideas, models, and plans. It also helps build trust between the accelerator program and the entrepreneurs. If entrepreneurs feel their confidential information is not safe, they may be hesitant to disclose important information, which could hinder the program's effectiveness in helping them support their business. Furthermore, confidentiality ensures that the selection process is fair and unbiased, as judges are expected to keep the information, they receive about the applicants confidential. Overall, confidentiality is an essential aspect of building a successful accelerator program that fosters a culture of trust, transparency, and collaboration between entrepreneurs and the program.

In addition, each judge was expected to declare conflict of interest if they were assigned an agribusiness that they had an existing relationship with. This conflict of interest declaration was necessary to ensure impartiality and prevent any potential bias towards the agribusiness in question.

## 5.2. Selection process

The selection process entailed a thorough 3-step process, as outlined below:

1. Rapid Assessment (Step 1)
2. Review of Proposal (Step 2)
3. Interviews

From the pool of 288 completed applications, the team conducted a quick rapid screening of all the applications with the support of the VC4A team. The judges used a Google sheet form, subdivided for each judge, to carry out the screening process. After the screening process, 30 businesses were shortlisted for further evaluation.

The 30 agribusinesses underwent a second selection round where experts in CSA and investment readiness handpicked a list of top 15 agribusinesses. This involved a thorough screening of the proposals, with judges providing feedback on each of the applicants on the adjudication section of the VC4A platform. Through this process, the top 15 agribusinesses were selected and invited to participate in interview sessions from the 1st to the 10th of February 2023.

The interviews provided each agribusiness with an opportunity to explain their CSA innovations further. This was pressure-like testing with the both CGIAR and IFDC-2SCALE experts from the accelerator core team and external experts from the UU Initiative Work Packages, namely WP 1, 2 and 5. The experts evaluated the CSA innovation, business model, team, and fit for the accelerator program.

### 5.3. Results

After the completion of a rigorous selection process, a list of 10 agribusinesses (Accelerator Partners "APs") were agreed upon, and all 10 APs accepted the invitation to participate in the CFSA. Below is a summary of the 10 Aps for cohort 1:

Company name	Country	Brief description
<a href="#">Afri-Farmers Market</a>	Rwanda	Afri-Farmer Market is a leading homegrown food grocery chain social enterprise in Rwanda that is providing a stable market to local farmers. They are leveraging technology to support local and smallholder farmers to access stable markets for their agricultural produce through their e-commerce platform. And, they help farmers increase their farm productivity through best agricultural practices and access to farm inputs.
<a href="#">Aggregator Trust Rwanda Ltd</a>	Rwanda	Aggregator Trust is a women-led business initiative aimed at promoting affordable and nutritious food for low-income households in Rwanda, who face challenges in purchasing the expensive food necessary for a healthy life. In collaboration with its partners, Aggregator Trust is working to enhance the resilience of small-scale farmers that the company sources from by providing access to relevant research and information for sustainable farming practices.
<a href="#">Batian Nuts Ltd</a>	Kenya	Batian Nuts Ltd (BNL) is an agro-processing company incorporated in 2017 in Kenyan as a private limited liability company. BNL was started so that it could capture and fill in a gap in the offtaking of macadamia nuts produced by smallholder farms in Tharaka Nithi and Meru Counties, and also seize other opportunities that existed in the Kenyan edible nuts sub-sector. The Business is now six years old and has already turned a profit

Eastern Agricultural Development Company Limited	Uganda	Eastern Agricultural Development Company Ltd (EADC)'s core business is producing, processing, and trading super-rich and bio-fortified iron-rich beans and orange fleshed sweet potatoes sourced from over 3,000 small-holder farmers aiming at solving Uganda's malnutrition deficiencies of Vitamin A, Iron and Zinc.
<a href="#">Farm Depot</a>	Zambia	Farm Depot supplies the best agricultural products and services to ensure Zambia's farmers are profitable. The company is in the process of leveraging its database of 35,000 farmers to provide a micro-lending product to farmers with a partner financial institution.
<a href="#">Forest Africa Zambia Limited</a>	Zambia	Forest Africa Zambia Limited is a Zambian company incorporated in November 2017. The factory is based in Chilanga Mapepe area. The company specializes in processing of organic indigenous wild fruit juices that include Mabuyu (Baobab) and Ngai (False Medlar) juices. Based on the principles of extended producer responsibility and circular economy, Forest Africa (Z) Limited operates a zero-waste philosophy where all parts of the baobab fruit are used efficiently. The fruit powder is processed into Juice, seeds are pressed into an oil used for skin and hair care while the shells are converted into eco-friendly charcoal briquettes that are used as energy source at our factory and funicles (fibres) into red tea which is rich in antioxidants.
<a href="#">Shamba Records</a>	Kenya	Shamba Records leverages emerging technologies such as artificial intelligence to digitize the agriculture sector from farm to fork. With their farm management tool, they track farmers' yields and payments. Their tool enables to unlock new farmer lending opportunities, extension services automation, disease outbreak mapping, market linkages, and crop/livestock insurance for farmers.
<a href="#">Stable Foods</a>	Kenya	Stable Foods is growing an end-to-end smallholder food production platform. Thier key intervention is ultra-low-cost "irrigation-as-a-service" subscription for smallholder farmers. Leveraging shared capex through networked irrigation solutions, Stable Foods has proven economies of scale can drive down the cost per unit for farmers and make irrigation work for even tiny plots of land at a price point that is very affordable to any smallholder. In addition, they provide inputs, training and produce offtake.



<p><a href="#">The Insectary Kenya</a></p>	<p>Kenya</p>	<p>The Insectary Kenya is limited company established by two entrepreneurs who saw an opportunity to returning food waste back to food chain as protein from the amazing black soldier fly</p>
<p><a href="#">Yellow Star Produce and Food Processors (U) Ltd</a></p>	<p>Uganda</p>	<p>Yellow Star is an Agro-based organic food processing company processing cereals and other grains into precooked composite flour for porridge and food for healthy nutrition whilst saving preparation time. Through value addition and last-mile distribution of nutritious foods, Yellow Star champions access to nutritious products for children, expectant women, the elderly, and people living with HIV/AIDS. Currently, Yellow Star buys 60% of farm produce from small and micro enterprises and 40% from women-led farmer groups. Going forward, Yellow Star intends to source produce from women-led groups in order for it to become more inclusive and intentionally empower and enhance gains for women as well as equip them with climate smart farming practices for sustainable production.</p>

## Appendix 1

### Rapid Assessment Tool

#### Scoring

##### Option 1:

Low	Medium	High
1	2	3

#### Assessment

1. Check that the following documents are present and are valid:
  - i. Company registration – check that the company is registered in the target countries (Kenya, Rwanda, Uganda, Zambia)
  - ii. Latest 2-year audited accounts or Management Accounts
  - iii. Tax compliance certificate or Tax exemption
  - iv. Check that the company is NOT an NGO, corporate or consultant.
  - v. Check that the company is innovating in one of the following priority innovation themes:
    - Mechanization and irrigation
    - Conservation agriculture
    - Nutrition
    - Agriculture Risk Management

NOTE: REJECT INCOMPLETE APPLICATIONS

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

Not profitability	Close to profitability	Profitable
revenue low, operating profit low/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
<b>Low</b>	<b>Medium</b>	<b>High</b>
1	2	3

3. 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]
<b>Low</b>	<b>Medium</b>	<b>High</b>

1	2	3
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If Business to Business (B2B)

No. of clients 0 to [30]	No. of clients [30] to [100]	No. of clients Greater than [100]
<b>Low</b>	<b>Medium</b>	<b>High</b>
1	2	3

4. Gender Inclusion

a. Is the company founded by a woman?

i. Sex of cofounders

Sex of founders All male cofounders	Sex of founders Mixed cofounders	Sex of founders All female cofounders
<b>Low</b>	<b>Medium</b>	<b>High</b>
1	2	3

ii. Sex of management team

% Female 0 to 50%	% Female 50 to 75%	% Female 75 to 100%
<b>Low</b>	<b>Medium</b>	<b>High</b>
1	2	3

5. Climate Smart Agriculture

a. Is the innovation being used by smallholder farmers?

No	A few numbers of farmers	High number of farmers
<b>Low</b>	<b>Medium</b>	<b>High</b>
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.*



INITIATIVE ON  
Diversification in East  
and Southern Africa



Food Systems  
Accelerator  
Delivering Climate-Smart  
Innovations at Scale



None	One CSA solution	More than one CSA solution
<b>Low</b>	<b>Medium</b>	<b>High</b>
1	2	3



## Appendix 2

### Screening form for proposal

Criteria	Description	Weight	Score
Management team	The team has the qualifications needed to make the business successful. Management team members have complementary expertise.	10%	1 - 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%	1 - 5
Gender	Does the enterprise have women founders/ women in leadership/management team/ supporting women in its ecosystem?	10%	1 - 5
Profitability	Is the company close to profitability (for growth stage companies) / has revenues (start-up companies)?	10%	1 - 5
Agribusiness 4 Cs	<p><b>Character:</b> The motivation of the agribusiness and the extent to which the Agribusiness is adhering to minimal standards of Corporate Social Responsibility (CSR).</p> <p><b>Competence:</b> A review of the practicability and a check on whether the innovations adopted/applied for make economic/business sense thus making scalability possible.</p> <p><b>Capital (Social):</b> Analyze the relationships the agribusiness has with suppliers, buyers, employees, and other stakeholders.</p> <p><b>Capital (Finance):</b> Describe and analyze the financial</p>	10%	1 - 5

	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%	1 - 5
Social 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 to its relationships with farmers and other rural entrepreneurs, job creation, youth inclusion, women economic empowerment. What do you conclude from this assessment?	10%	1 - 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%	1 - 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 -	10%	1 - 5



	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.		
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%	1 - 5
Comment			

## Appendix 3

### Confidentiality and Non-Disclosure Agreement

#### CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT

This **CONFIDENTIALITY AGREEMENT** (this “Agreement”) is entered into as of 12 January 2023, by and between (i) International Fertilizer Development Centre (IFDC) a science-based public international organization based located in the State of Alabama, United States of America. “The disclosing party” (“Discloser(s)”); and (ii) Food Systems Accelerator Judge, (“Recipient”). Discloser(s) and Recipient are together referred to in this Agreement as “parties” and individually as a “party.”

**WHEREAS** Discloser intend to disclose certain Confidential Information (as defined below) to Recipient in connection with the selection of Agribusinesses to take part in the Food Systems Accelerator Program. (the “Accelerator Program”); and

**WHEREAS** Disclosers wish to ensure that Recipient will maintain the confidentiality of all Confidential Information as hereinafter provided.

**NOW, THEREFORE**, in consideration of the foregoing and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereby agree as follows:

#### CONFIDENTIALITY

Recipient shall treat as confidential, non-public and proprietary any and all data and other information obtained from or on behalf of Disclosers and its affiliates, whether received prior or subsequent to the execution of this Agreement, and whether or not so designated or marked, including information transmitted through any means whatsoever, whether oral, written or otherwise recorded (“Confidential Information”).

Recipient shall not disclose any Confidential Information to any third party without prior written consent of Disclosers, except to its officers or other employees, agents or advisors (collectively, “Representatives”) that have (a) a need-to-know such Confidential Information for the purpose of the Accelerator Program, and (b) agree to keep the Confidential Information confidential in accordance with the terms hereof and to observe the other terms of this Agreement. This Agreement shall apply to any of Recipient’s Representatives as if they were direct parties hereto and Recipient shall be responsible for any breach of this Agreement by any of its Representatives.

Recipient shall not use any Confidential Information otherwise than directly in furtherance and for purposes of evaluating the Accelerator Program and shall ensure that Confidential Information is treated with the same degree of care as Recipient would apply in connection with its own proprietary and confidential information and materials.

In any event where disclosure of Confidential Information is required of Recipient by law or governmental regulation of a relevant jurisdiction, Recipient immediately shall give Disclosers written notice of such requirement and consult with Disclosers in advance of disclosure as to the form, nature and purpose of such disclosure (to the extent legally permissible), and in any event will give to Disclosers copies of any disclosure immediately upon releasing the same (or as soon thereafter as is legally permissible).

Confidential Information does not include information that (i) is or becomes generally available to the public other than as a result of a disclosure by Recipient or any of its Representatives in breach of this Agreement, (ii) Recipient rightfully obtained or obtains on a non-confidential basis from a third party that had or has the right to transfer or disclose such information at the time the information was or is obtained, or (iii) Recipient can demonstrate was independently developed by Recipient without reference to, incorporation of, or other use of any Confidential Information or other information from a source that is bound by an obligation of confidentiality

For the purpose of Clause 1.5 specific information disclosed by Disclosers to Recipient shall not be deemed to be generally available to the public or to be in the prior possession of Recipient by virtue of the fact that the information is known to a few people to whom the information may be of commercial interest, or merely because it is embraced by more general information in the public domain or by more general information thereafter acquired by Recipient. Additionally, where various individual elements, components or parts of the knowledge or information are public knowledge then it shall not mean that the knowledge or information relating to the Accelerator Program as a whole is also public knowledge.

#### OBLIGATION

Nothing in this Agreement shall impose any obligation on Disclosers to enter into any definitive Agreement regarding the Accelerator Program.

#### RETURN OF INFORMATION/DOCUMENTS

All Confidential Information provided to Recipient shall remain the property of Disclosers and Disclosers may demand the return thereof at any time, for any reason, upon giving written notice to Recipient. Within five (5) business days of receipt of such notice, Recipient shall return all of the original Confidential Information and shall destroy, or cause the destruction, of all copies and reproductions, summaries, analysis, or other reports (both written and electronic) in its possession and in the possession of its Representatives, with no copies retained. The Recipient shall certify to Disclosers in writing that all such material has been so destroyed or delivered in compliance herewith.

#### INDEMNITY

Recipient shall indemnify and hold harmless Disclosers and its Representatives against any and all claims, losses, damages, costs or expenses arising out of or in connection with Recipient's (for avoidance of doubt, including without limitation Recipient's Representatives) failure to abide by its obligations, or negligence or other wrongful actions or omissions, with respect (or in any way related to) this Agreement, including without limitation any governmental action or proceeding arising out of such conduct.

It is understood and agreed that money damages would not be a sufficient remedy for any breach of this Agreement and Disclosers shall be entitled to an injunction or injunctions (without the proof of actual damages) to prevent breaches or threatened breaches of this Agreement and to compel specific performance of this Agreement, without prejudice to any other rights or remedies available to Disclosers at law or in equity.



**PUBLICITY**

Notwithstanding any other provision of this Agreement, Recipient acknowledges and agrees that it will not make reference publicly to Disclosers or any of its affiliates, including without limitation in any promotional materials, media, or similar circumstances, without Disclosers prior written consent.

**ENTIRE AGREEMENT**

This Agreement contains the entire agreement between the parties concerning the subject matter hereof. No modification to this Agreement or waiver of the terms and conditions hereof shall be binding upon either party, unless approved in writing by each party. Any assignment of this Agreement by either party without the prior written consent of the other shall be void.

**GOVERNING LAW/JURISDICTION**

The Parties shall use their best efforts to settle any disputes arising out of or in any way connected with this agreement. The parties agree that any and all disputes arising out of the terms of this Agreement, their interpretation and any of the matters herein released (a "Dispute"), without prejudice to the parties' rights to seek interim legal remedies such as injunctions, shall be finally settled under the International Chamber of Commerce.

**DURATION OF THIS AGREEMENT**

This Agreement shall be binding upon and inure to the benefit of the parties and their direct and indirect successors and assigns as of the date first written above and will continue in full force and effect for a period of two (2) years from the date hereof.

AGREED AND EFFECTIVE, as of the date first above written.

IFDC

By:

\_\_\_\_\_

Name:

Title:

NAME OF RECIPIENT:

By:

\_\_\_\_\_

Name:

Title:

## Appendix 4

### Frequently Asked Questions

#### **What kind of agribusiness will qualify?**

Please see the eligibility criteria section on the application page online. Add link to the application page/Eligibility criteria section.

#### **How many innovation bundles do I qualify to apply to?**

A company can cover one or more innovation bundles in the application. However, we advise the agribusinesses to take advantage of the innovation bundle where they feel they are extremely good at as the lead innovation bundle. The other bundles can be supplementary in the application.

#### **Where does my agribusiness need to be located to participate in the Food Systems Accelerator?**

You're eligible to apply if your company is operational in one or more of the 4 countries where we are launching the food accelerator (Kenya, Uganda, Rwanda, Zambia)

#### **When will the winners be announced?**

Pitch Day and announcement of grant recipients will be on 15 October 2023

#### **Is the pitch day physical?**

Yes, the pitch day will be physical. Details on the location to be communicated later.

#### **What language should the applications be in?**

All applications and Q&A will be made in English.

#### **Does my company need to have audited accounts?**

Not mandatory, however the company will be required to have management accounts in place of the audited accounts.

#### **Does my company need to have a tax compliance?**

In place of a tax compliance, the Agribusiness can provide a tax exemption certificate or any other relevant document that shows clearance with the revenue authorities.