

# TOOLS FOR INNOVATION PROGRAMMING

Step 3: Develop the Strategy



LIFECYCLE STEPS



TOOLKITS

# About the USAID U.S. Global Development Lab

USAID's legacy of developing and implementing innovative breakthroughs—from the seeds of the green revolution, to microfinance and oral rehydration therapy—has saved lives, created economic opportunity, and advanced human development. For the first time in history, we have the scientific and technological tools to put an end to extreme poverty and its most devastating consequences within the next two decades.

Building on the belief that science, technology, innovation and partnership can accelerate development impact faster, cheaper, and more sustainably, USAID established the U.S. Global Development Lab (The Lab) in April 2014. The Lab is designed to experiment and test new ideas, models, interventions, and approaches and to accelerate the ones that work across the Agency and in Missions around the world.

The Lab's mission is twofold:

- To produce breakthrough development innovations by sourcing, testing, and scaling proven solutions to reach hundreds of millions of people.
- To accelerate the transformation of the development enterprise by opening development to people everywhere with good ideas, promoting new and deepening existing partnerships, bringing data and evidence to bear, and harnessing scientific and technological advances.

To learn more about The Lab, visit: [www.usaid.gov/GlobalDevLab](http://www.usaid.gov/GlobalDevLab)

## ACKNOWLEDGEMENTS

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This collection of tools was informed by in-depth interviews and discussions with the champions and the managers of the following USAID programs: *Securing Water for Food: A Grand Challenge for Development*; *All Children Reading: A Grand Challenge for Development*; *Saving Lives at Birth: A Grand Challenge for Development*; *Powering Agriculture: A Grand Challenge for Development*; *Higher Education Solutions Network (HESN)*; and *Development Innovation Ventures (DIV)*.

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## Step 3: Develop the Strategy

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### KEY LEARNINGS

*Program design will vary based on the goal of the program and the desired innovation portfolio. Look at market gaps and consider who the potential solvers are and what will incentivize them to participate in the program.*

*Define the goals of the program and define success and metrics accordingly. It is essential to understand and make explicit the goals in order to design a program that achieves your goals.*

*The communications strategy should be developed in tandem with the overall program strategy to ensure that design decisions are aligned with resource allocation and support. The communications strategy includes vision, target audiences, key outcomes and targets, branding and messaging, key tactics, and an implementation plan.*

The strategy for will serve as the blueprint against which program activities are designed, funded, and implemented over the lifespan of the program. As no single model for designing an open innovation program exists. Some program teams will decide upfront to run a series of grant competition, prize competitions, a combination of both, a campaign, or test other approaches to catalyze or source innovations. Some teams will focus on early stage innovations (creating prototypes or testing commercial viability) while other teams will focus on later stage innovations (deploying or scaling in a new market). The strategy will depend on the specifics of each program's goals, the nature of the problem statement, and what the team wants their innovation portfolio to look like.

This document describes key activities in developing a program strategy and offers guidance based on USAID's experiences with open innovation programming.

- **Conduct a State of Innovation analysis** to understand the current landscape and gather market information to drive program design choices.
- **Create a program strategy** based on program goals to provide a blueprint for implementing and funding activities over the lifespan of the program.
- **Map Key Actors** to understand potential solver groups and others who can help achieve the goals of the program.
- **Develop a communications strategy** that will support you to achieve the short and long term goals of the program.
- **Build a Monitoring and Evaluation (M&E) framework** that supports program design choices, will allow you to track and analyze data on your program's innovations, and enables you to communicate with target audiences about the program's successes.
- **Complete the Project Activity Description (PAD)** to build program buy-in and resource allocation.

# Conducting a State of Innovation Analysis

## WHAT IS A STATE OF INNOVATION ANALYSIS?

The State of Innovation analysis helps to **refine objectives, program choices and activity design based on research and analysis of the current landscape of innovations, technologies, systems and market information** that relate to the Challenge Statement. It helps teams to:

- Categorize the **range and types** of technologies, solutions or business models currently in the market or in development.
- Map **availability of existing technologies, solutions or business models** with a focus on availability in emerging or developing economies and with details by region and/or sub-region.
- Map **utilization of existing technologies, solutions** or business models with a focus on emerging or developing economies (with region and/or sub-region focus) and characterize the “stage” of the innovation.
- Determine the **commercial viability** of existing technologies, solutions or business models as *high, medium, or low potential* and summarize factors affecting commercial viability.
- Determine existing **challenges of scaling** current technologies, solutions, or business models.



TIP

When you begin planning for the State of Innovation analysis, ask:

- Do we have the expertise required for this analysis in the USAID team?
- If yes, does that person have the time and the network connections necessary to carry out research in a thorough and timely manner?
- If no, can we allocate resources to hire an outside consultant or firm based on their expertise and/or networks?

Some tips for making sure that the State of Innovation analysis provides as much value as possible:

- Conduct and organize the research by types of firms or by sector.
- Involve USAID sector experts to quality-check the findings.
- When mapping the marketplace, include nuance and details (e.g., types of consumers, behavior change needed, levels of a supply chain).
- Use examples of successful innovations in analysis discussion sections.

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The State of Innovation analysis answers ten key questions:

- What products or programs currently exist that address the barriers?
- How many of these are on the market? Which markets?
- Who is the buyer of these products?
- How are the innovations being delivered?
- What else is required to have these reach the end user?
- What are the existing price points?
- What are the obstacles to scaling of the existing innovations/ products/ technologies?
- Who are the current users and where do they live?
- Where have there been the biggest successes in utilization been?
- What are the gaps around this innovation that are currently not being served by the market?

## HOW DOES A STATE OF INNOVATION ANALYSIS AFFECT PROGRAM DESIGN?

The findings from the State of Innovation analysis can help guide the design process at several points. Knowing if, and what, innovations are succeeding, struggling, or missing in the marketplace should influence your program choices. The findings will inform the drafting and finalization of the program strategy, specifically decisions about:

- **Selection of program elements:** For example, should you use a grant, prize, or both? Should your grant competition focus on different barriers from round to round? Should you consider a series of prizes focused on diverse outcomes rather than a single prize? What types of innovations or stage of innovation should the Call focus on?
- **Determine the sequence of program elements:** Should you run a prize concurrent with your grant competition? Should you run one competition at a time? Is it important to design and launch a marketing or awareness raising campaign concurrently with the launch of the competition?
- **Determine the best award type:** Will a one-time prize award, grant award, recognition, and/or acceleration support most incentivize target solvers to apply?

Major benefits of undertaking the State of Innovation analysis:

- **Enables more focused program design choices** by helping to contextualize why and how certain programming choices over the life of the program will create new incentives to create new clusters of innovation and fill market gaps.
- **Supports better selection of winning innovations** by organizing market research and intelligence to help USAID to place smarter bets on which innovations are most likely to achieve results and have impact.
- **Creates a baseline** so that over time USAID can assess the impact their innovation investments are having on the market.



RESOURCES &  
REFERENCES

If you decide to outsource pieces of work, such as the State of Innovation analysis, you will need a Statement of Work or RFP to find and secure a consultant/service provider. A template based on Securing Water for Food State of Innovation analysis, is provided in the Resources section.

# Creating the Program Strategy

A successful strategy should serve as a blueprint for implementing and funding activities over the lifespan of the program. It should serve three goals: (1) focus global attention on the problem, (2) call for innovative solutions to the problem, and (3) empower solvers to scale their solutions.

The program strategy will benefit internal USAID planning and processes by:

- Identifying and sequencing program activities over the life of the program.
- Assessing and reviewing the program's progress from year to year.
- Communicating with partners about funding, co-design, and management.
- Planning for the allocation of resources across program activities so that staffing, funding, objectives and metrics, operation plans, and timelines can be adjusted based on the realities of program implementation.

## FOCUS GLOBAL ATTENTION ON THE PROBLEM

Focusing global attention to the problem is essential in order to engage a broader, more inclusive, solver community, which is a defining feature of the open innovation approach. So how might you begin? There are several ways to focus global attention to a problem:

- Building awareness around the Challenge Statement by integrating a well-resourced communications strategy that utilizes campaign-based outreach over the life of the program. (See the *Communications Toolkit* for in-depth guidance.)
- Creating early opportunities for target audiences to participate in the program with early design insights and ideation (e.g., event hosting or attendance, RFI or Q&A periods, and community discussion on an online platform).
- Developing partnerships that will amplify attention and leverage additional resources, both financial and non-financial, to increase the number and diversity of solvers. (See *Step 2 Secure Partners and Funding* for more details.)

## CALL FOR INNOVATIONS

When your team is ready to decide on program elements, turn to the State of Innovation analysis findings. The findings validate program objectives and provide an evidence base in identifying target groups. Clear objectives and well defined target groups are essential.

Questions to consider at this stage include: What changes should this program effect in the innovation landscape by the time the program ends? How can the program address existing market gaps and challenges around each of the barriers? Who does the program incentivize, and what does it incentivize them to do?

Your program may have multiple objectives and require a series of Calls for Innovations that address each objective over an extended period of time, or you can hone in on a single objective that will be the focus every program activity. Findings from the State of Innovation analysis should guide team members in identifying program activities for each objective.

For example, if there are solutions available but no demand, or there are barriers to adoption, then program activities could include making consumers aware of the existing solutions, creating incentives for innovation in end-user financing models, or supporting the scaling of later stage innovations through acceleration services. Or, if there are gaps in the market where there are no existing solutions, ideation events with key solver groups or prizes for technology development may be the most appropriate programming choices to focus solvers' attention on the gap.

Key activities for this objective include:

- Designing and implementing Call for Innovations and acceleration activities. (See *Step 4 Design and Implement Program and Acceleration Toolkit* for more details).
- Designing, developing, and launching the online platform or system to be used for the collection and evaluation of application. (See the *Platform Toolkit* for in-depth guidance).
- Hosting and attending events to launch and raise the visibility of the program to attract better applicants.
- Launching outreach campaigns that target and incentivize solvers to respond to Calls for Innovations.
- Using the platform and campaign data to create information feedback loops to better direct outreach efforts for existing Calls and to improve design of future activities.
- Designing and implementing in-person or virtual events before, during, or after application acceptance and evaluation period to offer feedback to applicants that will enhance their innovation or to gather information from applicants that will help USAID to make better winner selections.



Figure 1: Menu of Program Options shows the relationship between the objective, target group, and program option for the various phases of an innovation program. **Driving from objectives into activities will ensure that you are drafting a strategy that keeps your activities in alignment with stated goals.**

FIGURE 1: MENU OF PROGRAM OPTIONS



## EMPOWER SOLVERS TO SCALE

Not all the innovations sourced over the lifetime of the program will be successful reaching the goal of scale. The program team will need a monitoring and evaluation (M&E) plan and system to enable them to regularly assess how the innovations in the program portfolio are progressing and to identify the innovations that are achieving impact. A program team may decide to provide basic acceleration support to all innovations, but additional investment and more intensive support is best spent on the top performing innovations (for more in-depth discussion on this topic, see the *Step 5 Manage Awards and Accelerate Innovations* and the *Acceleration Toolkit*).

Key activities for this objective include:

- Hosting events that showcase and celebrate the finalists and winners and that facilitate connections between the cohort of innovations and the USAID team and program partners.
- Administering needs-assessments for each innovation / cohort to uncover what types of acceleration support is required and will be most effective.

- Assessing and segmenting the program's cohorts of innovations in order to refocus program activities and acceleration support for the innovations that are reaching their milestones and successfully progressing between stages.

## DEVELOP BUDGET ESTIMATES

A careful budget should be developed at this time to ensure that there are sufficient resources available to operate your program. Be sure to consider the following budget categories when crafting your budget, although not every program will necessitate costs from every category.

- **Award:** The number of awards and sizes of awards you plan to make. (See *Step 5 Manage Awards and Accelerate Innovations* for discussed on selecting the award type, which covers considerations for award size).
- **General Operations:** You may choose to contract a third-party implementer to handle day-to-day operations, but you will still require resources for in-house staffing of the program.
- **Communications campaign:** Communications costs may include website design and hosting, advertising, targeted placements, and consultants for social media or press.
- **Outreach activities:** To amplify your outreach to solvers and contribute to objectives of awareness and community buildings, you may have costs related to workshops, conferences, and other promotional events—whether hosting your own or participating in others.
- **Platform:** Based on needs, application intake and review platforms can be simple or offer a range of services, with corresponding costs. (See the *Platform Toolkit* for more details.)
- **Travel:** Travel costs can include research trips during the design phase and possibly judges and participant travel to in-person events.
- **Field Testing:** If your program design includes a field testing component for the innovations as part of the final selection process or as part of your acceleration activities (this was the case for the Securing Water for Food Desal Prize), this category includes costs related to renting the site and materials to modify it to fit your needs.

If your partners are very active in the program or like to be consulted often, it will be to your benefit to include them in developing the budget. This ensures that you are incorporating their input along the way rather than risking that they will not sign off on a budget on which they have not been consulted.



TIP

Think about what areas of your strategy may require or benefit from outside support, for example: communications and marketing, platform design and management, or acceleration activities. Flag the need for potential financial or staffing resources when these support needs are significant.

If you plan to issue a contract for implementation support of your program make sure you have allocated a portion of your operational budget for this and considered the timing needed to procure these services.

# Mapping Key Actors

Open innovation programming approaches necessitates a focus on reaching audiences who have niche expertise and possibly nascent innovations. If these programs are to achieve their goals, it is crucially important to continually ask, **“Who needs to know about this program?”** The answer to this question will be determined in a number of different ways depending on what aspect of the program and strategy you are focusing on at the time. For example:

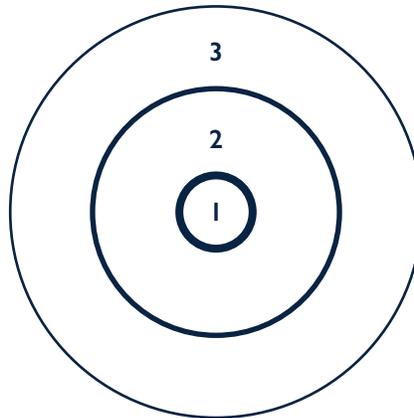
- When thinking about the **Barrier Analysis**, answering this question will help to identify people affected by the barriers and people with unique insights about the nature of the problem and the opportunities for innovation.
- When thinking about the **State of Innovation analysis**, answering this question will point you in the direction of the individuals and organizations that are a part of the solver network and/or can help you identify solver networks, experts, and innovation partners.
- When thinking about **program design and execution**, answering this question will help identify priority solver groups and stakeholders who you need to understand and incentivize to participate through well-considered program design decisions.
- When considering **acceleration activities**, answering this question will prompt you to identify other actors who have an interest in supporting or investing in innovations from your portfolio.
- When thinking about your **communications strategy**, answering this question is crucial because it tells you how to tailor messages to be appropriate and interesting for different audiences and it guides decisions about which tactics and communication tools will help you reach your target audience.

**The actors you map** during these analyses will be subject-experts, innovators, and influencers. They **are likely to compose your primary target audience** for your Calls for Innovations and when you launch the program campaign will be the focus of your outreach to attract solvers. Other actors will fall into the category of secondary and tertiary audiences and they too will be relevant throughout the lifespan of the program.

## IDENTIFY YOUR TARGET AUDIENCES

Figure 2: *Composition of Target Audiences* presents a model for mapping key actors by target groups. Your primary target audience will fall under the title of solver and your secondary and tertiary audiences will include individuals, organizations, and partners who should be aware of the program. These actors can help you attract the best applications, raise the global profile of the problem, or gain access to investment and advice for scaling proven solutions.

FIGURE 2: COMPOSITION OF TARGET AUDIENCES



### 1 PRIMARY TARGET

Solvers who have developed innovative solutions or are seeking out means for expanding and scaling access to their solutions.

### 2 SECONDARY TARGET

Experts, companies, development community, USAID and other donors.

### 3 TERTIARY TARGET

US Government, Academia, and Media.

Utilize and engage colleagues across the Agency to identify relationships and networks that will help you reach your target audiences. **Equally as important as audience identification is the effort to develop the right messages to engage your audience.**

A message is a simple and clear idea that summarizes the essence of your program. These messages should be comprised of pithy, jargon-free, substantive statements that will be repeated and spread over the life of the program to spur action among members of your target audience. The *Communications Toolkit* offers detailed discussion and guidance on mapping target audiences and developing messages as part of a comprehensive communications strategy that complements the overall program Strategy.



TIP

**Collect contact information** for the individuals and organizations you identify or interview so they become part of your communications campaign outreach and solver identification. With the Securing Water for Food (SWFF) GCD, the State of Innovation analysis was used to build an initial key solver and influencer base. During the research and analysis process, contact information for key influencers was collected so that the SWFF team could engage and target the key influencers during roll-out of the campaign.



## RESOURCES & REFERENCES

For examples of these analysis products, see the Resources section for the Powering Agriculture Solver Mapping. This program team focused on identifying enterprises at the nexus of energy and agriculture, identifying potential partners, and looking at projects and innovations already in implementation. This basic research provided the team with an early picture of the organizations who could be relevant stakeholders or potential applicants.

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## Developing a Communications Strategy

At this stage of conceiving and developing your program, you will have established your goals, articulated your Challenge Statement, engaged prospective partners and formalized relationships. This section briefly discusses how and why to develop a communications strategy during program design and planning. The *Communications Toolkit* provides more guidance on how to develop brand identity for your program, how to launch a Campaign, and how to identify and select channels and tactics for promoting the program (among many other aspects of marketing and outreach).

### WHAT IS IN A COMMUNICATIONS STRATEGY?

The communications strategy will include vision, target audience, key outcomes and targets, branding and messaging, key tactics, and implementation plan. The communications strategy should be aligned with the overall program strategy but will have a separate operational plan for each program and budget for day-to-day management. Not every set of activities will require its own unique, detailed communications campaign, but when it does, it should align with the overall communications strategy.

At this stage, if a communications strategy does not exist, determine who will create and manage it. Your team should answer the following questions about the communications strategy:

- Who is going to implement the communications strategy?
- Have we reviewed / revised any existing USAID communications strategy that encompass this problem?
- Do we need additional staff to operationalize the communications strategy? If so, how can we access this staff and support?
- What is the budget? Is it sufficient? How can it be supplemented?
- What does the staffing structure look like?
- What communication channels are USAID already using that could be tapped?
- What can the partners contribute?
- Have we defined clearance protocols and approvals for joint USAID-partner communications



### TIP

The program strategy and communications strategy must be connected.

- Each program element may require a unique campaign or set of activity-specific tactics but these must clearly link to the overall communications strategy.
- Activities must be consistent with program's brand, message, tone, and goals.
- Use all your networks and channels as appropriate, don't underutilize them.
- Track and analyze the efficacy of your campaign so that you can report results, budget, and overall performance.

## IDENTIFY OPPORTUNITIES TO PROMOTE YOUR PROGRAM

At this stage of your strategy development, you should make an effort to raise visibility of your program:

- Identify organizations that can expand the reach of the program and help build brand recognition for the program.
- Identify and engage your target audiences, in particular potential solver networks, and develop a contact list.
- Consider hosting events for a highly visible program launch and the first public announcement. Also identify events in which the program can play a role for early marketing and outreach to target audiences that will deliver value at a low cost.
- Identify media champions and build trusted relationships.
- Identify relationships and communication assets inside USAID and partner organizations that can amplify your message and reach.
- Determine internal communications activities that will broaden visibility and buy-in within the Agency.



TIP

When you develop your communications strategy, be sure to make purposeful connections between target audience identification, campaign-driven influencer outreach, and event planning as part of the larger program strategy. The SWFF GCD team used their target audience identification to create an external advisory committee made up of private sector experts, investors, researchers, and others to secure guidance and insights into the selection of the most impactful and sustainable innovations, thus improving the quality of the Call for Innovations application evaluation and selection process.

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### Attend & Host Events

Hosting or attending events requires considerable planning and person-power so be sure to allocate staff resources in your budget. At this stage of strategy setting, you should focus on identifying events that offer opportunities for:

- **Networking with potential partners, expert judges, or innovators.** Participation is worthwhile if valuable connections can be made that can help you to refine your program design, increase the number of solvers you can reach, or engage experts in eventual application evaluation.
- **Conferences with a speaking role to raise awareness.** Reach out to conference organizers early to determine if a role can be made available for the program, USAID, or a partner spokesperson. Industry or sector focused events, particularly those on an annual cycle that draw an intensely engaged community or group of experts, offer excellent channels for getting the word out to target audiences and increasing visibility of the program.
- **Elevate the role of your innovators.** The star of the program is not USAID or the partners, rather it will be the innovators who capture imaginations and create results. Build in events and speaking opportunities that raise the profile of your innovators and in turn, position them to be the Ambassadors of the program

**Events can provide opportunities for your program to gain exposure amongst leading innovators and experts if you take the time to integrate them into your strategy.** Identifying and maintaining a list of industry-



related events will help you determine which opportunities are the most valuable and will offer the program the best opportunity for exposure. Events should lead into and follow up on critical phases of the program, not be a one-off activity. The *Communications Toolkit* offers guidance on how to do this.

### **Develop a Social Media Presence**

An active social media presence gives the program the opportunity to reach diverse audiences across the globe and achieve two main goals: raise awareness and provoke conversation. As such, social media requires dedicated management to post content and respond and engage with other users on a regular basis. A robust social media presence establishes the program as an authority and valued resource on a topic, supports a campaign to drive visitors to the platform, and encourages solvers to apply. Social media has the advantage of being able to monitor impact with real-time data and thus can be finely tuned for maximum impact and provide clear indications as to what works and what doesn't. The *Communications Toolkit* offers guidance on how to do this.

## **Building the Monitoring and Evaluation Framework**

### **TYPES OF INDICATORS**

At this early stage of designing your program, you should begin to build the M&E framework. The M&E framework will equip your team to report to internal USAID stakeholders and your partners as well as enable you to communicate and story tell using numbers that demonstrate your progress and how your program has:

- Used data and evidence to define the Challenge Statement;
- Engaged partners and leveraged resources for your program;
- Reached and mobilized solvers to address the Challenge;
- Supported high potential innovations to progress and move toward growth and scale.

For a more in-depth discussion of how to holistically integrate M&E into the overall program strategy and operational plans, see *Step 6: Evaluate Program*.

Developing the M&E framework early will also help your program to:

- Define success and an operational plan to achieve it;
- Determine what goals your Call for Innovations will directly address;
- Define what kind of innovations you are seeking in your Call for Innovations (i.e., number of people an innovation will benefit, stage of the innovation, quality of the technology or innovation proposed, etc.);
- Understand what types of partnerships and outside resources your program requires.

## **Complete Project Activity Description (PAD)**

The final step in developing the program strategy is completing the Project Activity Description (PAD) and obtaining approval. The PAD formalizes your program and offers a clear process for obtaining approval and buy-in from key USAID decision-makers.

The Project Activity Description (PAD) should achieve six things:

- Define the development problem to be addressed by the project;
- Provide a description of the technical approach to be followed during implementation;
- Define the expected results at the input, output, purpose, and goal levels (as presented in the final logical framework);
- Present the financial plan and detailed budget;
- Present an overall project implementation plan; and
- Present the monitoring and evaluation plan.

The PAD is organized into the following sections:

- Executive Summary
- Context
- *[Name of program]*
  - Background
  - Theory of Change
  - Key Barriers
  - Overall Strategy and Design
  - First “Call for Innovations” Program Design
- Partner Operational Principles
- Potential Additional Partners for *[Name of program]*

The P-PAD also includes the following annexes as background material:

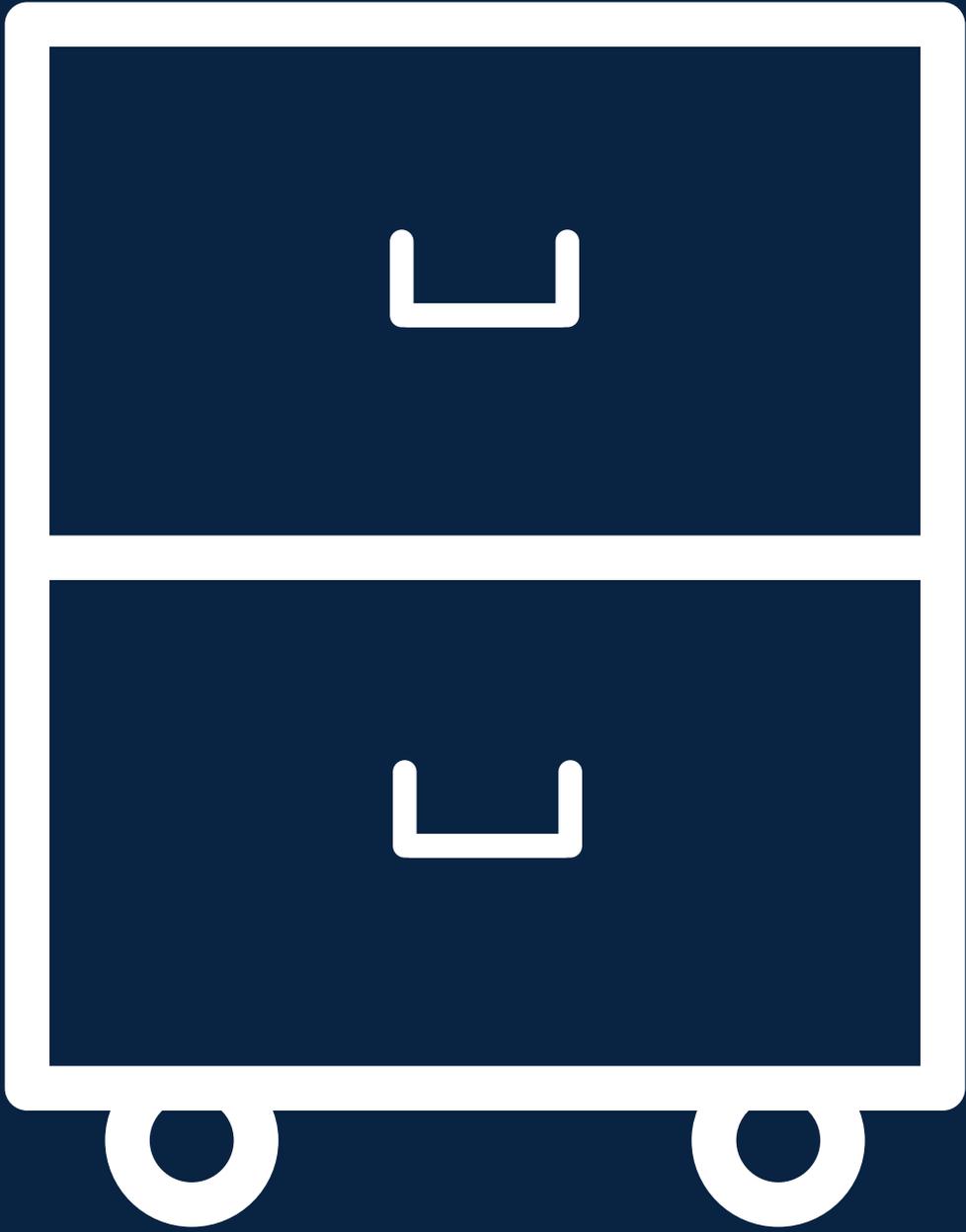
- Annex A: Founding Partners’ Memorandum of Understanding
- Annex B: Barrier Analysis
- Annex C: State of Innovation analysis (forthcoming)
- Annex D: Monitoring and Evaluation Results Framework
- Annex E: Initial Environmental Examination (USAID required document)
- Annex F: Gender Analysis
- Annex G: Eligible Countries



RESOURCES &  
REFERENCES

A Project Activity Description (PAD) Template based on the SWFF GCD is provided in the Resources section.







# Resources & References

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## Resources

- State of Innovation analysis Statement of Work template
- All Children Reading Program Options Strategy
- Powering Agriculture Solver Mapping
- Project Activity Description (PAD) Template

# State of Innovation Analysis Statement of Work Template

## State of Innovation Analysis—Statement of Work

### BACKGROUND

*[Tailor the background paragraph to the context of the program]*

### OBJECTIVE

In September 2013, the next Grand Challenge will launch Securing Water for Food. Approximately 2.8 billion people, more than 40% of the world's population, live in river basins impacted by water scarcity.<sup>1</sup> Of those impacted, 1.2 billion people live in areas of physical scarcity, where demand is greater than the available supply, and another 1.6 billion people face economic water scarcity, where institutional, financial and human factors limit access to water despite an available natural supply.<sup>1</sup> Both physical and economic water scarcity can lead to negative outcomes related to health, agricultural productivity, environmental degradation and growth of the commercial and industrial sectors. In addition, climate change will require better water resource management and efficiency, and contributes to saltwater intrusion in coastal aquifers and river deltas. Between 2000 and 2050 water demand is projected to increase by 55% globally, meaning that the number of people impacted by water scarcity and stress will continue to rise.

*[Tailor the objective paragraph based on the Concept Note or working draft of the Challenge Statement for your. Frame the problem to be focused on using the relevant data points.]*

- 1. Efficient Use and Re-use of Water and Wastewater.** The Grand Challenge will focus on innovations that support the food security value/supply chain (i.e., agricultural water & energy efficiency technologies that significantly reduce water usage on the farm, energy efficient wastewater treatment that can be used as source water for agricultural practices,
- 2. Innovative Water Capture and Storage.** The Grand Challenge will focus on integrating solutions across the food security value chain (i.e., minimizing unsustainable groundwater withdrawal, green water/rainwater capture, demand management, precision agriculture including remote sensing technologies, water capture technologies {evaporation nets, etc.}, and new technologies that increase long term water storage capacity).
- 3. Salinity.** The Grand Challenge will focus on saltwater intrusion exacerbated by climate change in river catchments and coastal deltas, with a particular focus on groundwater intrusion (i.e., brackish water desalination technologies, water pumping technologies that remove brackish groundwater from freshwater systems, etc.)

To support the launch of this challenge USAID seeks to conduct a “State of Innovation” analysis to better understand the availability, use, and viability of existing water technologies in the three above-mentioned areas.

*[Tailor the second half of the objective paragraph so that it presents the three primary focus areas identified and prioritized during the barrier analysis step.]*

## ACTIVITIES

### Conduct State of Innovation Analysis

Through consultation of market intelligence and additional desk study as needed, the offeror / consultant will conduct a State of Innovation analysis that addresses the following five areas:

*[To start, use these five dimensions of analysis (below) but tailor the details based on the Concept Note, Barrier Analysis, Concept Note, and/or Challenge Statement.*

*Range and types of technology solutions currently on the market;  
Availability of existing (or dearth of) technologies/solutions;  
utilization of existing technologies/solutions with a focus on emerging or developing economies; commercial viability of existing technologies/solutions;  
challenges of scaling current technologies, approaches, and business models.]*

(1) Categorize the **range and types** of technologies/solutions currently on the market or in development for:

**Efficient Use and Re-use of Water and Wastewater.** The Grand Challenge will focus on innovations that support the food security value/supply chain (i.e. agricultural water & energy efficiency technologies that significantly reduce water usage on the farm; energy efficient wastewater treatment that can be used as source water for agricultural practices, etc.).

**Innovative Water Capture and Storage.** The Grand Challenge will focus on integrating solutions across the food security value chain (i.e. minimizing unsustainable groundwater withdrawal; green water/rainwater capture; demand management; precision agriculture including remote sensing technologies, water capture technologies (evaporation nets, etc.); and new technologies that increase long term water storage capacity).

**Salinity.** The Grand Challenge will focus on saltwater intrusion exacerbated by climate change in river catchments and coastal deltas, with a particular focus on groundwater intrusion (i.e. brackish water desalination technologies; water pumping technologies that remove brackish groundwater from freshwater systems; etc.)

In each of the three areas, provide details on the technologies themselves, including their “stage” in the innovation lifecycle (for example, R&D, early seed, prototype/pilot, manufacture/distribution, acceptance / growth). Indicate the potential for impact at *village/community levels in emerging or developing economies*; impact can be categorized as “high,” “medium,” or “low.”

- Map **availability** of existing (or dearth of) technologies/solutions in each of the three categories that are on the market or in development in emerging or developing economies. Provide as much detail as possible on availability by region/sub-region. In Africa, for example, provide detail for West, East, Central, and Southern Africa. Other regions should have similar breakdowns. Availability can be categorized as “high,” “medium,” or “low.”
- Map **utilization** of existing technologies/solutions with a focus on emerging or developing economies, providing as much detail as possible on utilization by region/sub-region as described in #2 above. Utilization can be categorized as “high,” “medium,” or “low.”



- Determine the **commercial viability** of existing technologies/solutions in each of the three target areas. Commercial viability can be categorized as “high potential,” “medium potential,” and “low potential.” In addition, this section should include a narrative summary of findings and general discussion of factors affecting commercial viability.
- Determine existing **challenges of scaling** current technologies, approaches, and business models in each of the three areas. Analysis should be specific to challenges in scaling current technologies in emerging or developing economies. Challenges may include investment gaps, dearth of demand, challenges with distribution, etc. This section should be a succinct 5 -7 page narrative summarizing highlights of current market trends in the water technology sector and what support high-potential companies need to reach global markets.

*[Customize to your program topic.]*

### **Produce Final Report with Comprehensive Datasets and Recommendations**

The final report should include raw data in an annex; the final report itself should be a synthesis of findings and thorough analysis in each of the five areas above. The datasets should be robust and reasonably comprehensive.

Propose how funding from the Grand Challenge might best be able to **leverage third party investment** for early stage enterprise support.

**Provide a list of potential partners** who would be interested to invest in the expansion of the Ag-Energy space through enterprise development.

**Highlight countries with well-developed markets and interesting business models or promising projects** for deployment of clean energy solutions for agriculture and which would merit detailed studies.

### **DELIVERABLES**

DATE	DELIVERABLE
Month Day, Year	Analysis Outline and Sources of Market Intelligence
Month Day, Year	Draft report
Month Day, Year	Final report

TECHNOLOGY SUPPLIER	REGION/ COUNTRY	ENERGY TECHNOLOGY	ENERGY APPLICATION	RELEVANT DOMAIN	BUSINESS MODEL TYPOLOGY
Lorentz	Global	solar water pumps	water availability/ soil preparation/irrigation	fruits & vegetables	#2 Multi Market Products
Tecnosol, Ecami, Sunisolar	Central America	solar water pumps	water availability/ soil preparation/irrigation	fruits & vegetables	#4 Decentralized Product and Service Provider
Waste Solutions	Global	anaerobic digestion	post harvest processing, waste mgmt	various	#2 Multi Market Products
Emergence Bioenergy	Bangladesh	anaerobic digestion	chilling, air conditioning, lighting	dairy	#2 Multi Market Products
Kickstart International	Global	treadle pumps	water availability	fruits & vegetables	#2 Multi Market Products
Selco-India	India	Solar PV	caring for animals	silkworms	#4 Decentralized Product and Service Provider
Promethan Power	India	solar refrigeration	post harvest preservation/transport	milk, fruits & vegetables	#3 Local Market Products
Bergey Wind	Mali, global	wind	water availability/ soil preparation/irrigation	trees & vegetables	#2 Multi Market Products
Ankur Scientific Energy Technologies	Asia	biomass gasifiers	processing, E40 waste management	various	#2 Multi Market Products
Radha Energy Cell	India	solar	post harvest processing	fruits & spices	#2 Multi Market Products
Tech Solar	India	solar	post harvest processing	vegetables & tea	#2 Multi Market Products
Solar Flex Dryers & Heaters	St. Lucia	solar dryers	post harvest processing	fruits & vegetables	#3 Local Market Products
SSP PVT Ltd	India	solar dryers	post harvest processing	fruits & vegetables	#3 Local Market Products
Rahimafrooz	Bangladesh	solar water pumps	water availability	fruits & vegetables	#2 Multi Market Products
CTx GreEn	India	biodiesel	soil preparation, irrigation, harvesting, processing, transport	grains, horticulture, oil seeds	#5 Community Organized Power
Philippine Bio-Sciences Co	Philippines	biogas	processing, E40 waste management	various	#2 Multi Market Products
Grundfos	Global	solar water pumps	water availability/ soil preparation/irrigation	various	#2 Multi Market Products
Shurflo	Global	solar water pumps	water availability/ soil preparation/irrigation	various	#2 Multi Market Products
Monoflo	Global	solar water pumps	water availability/ soil preparation/irrigation	various	#2 Multi Market Products
Innotech	Global	solar dryers	post harvest	fruits & vegetables	#2 Multi Market Products
Re:Char	Kenya, Global	biochar	soil conditioning	all crops	#2 Multi Market Products
Mitticool	India	passive cooling	refrigeration	all crops	#3 Local Market Products
Fengyu Corporation	Global	biomass gasification	heat and power	various	#2 Multi Market Products
CONA	Global	solar water pumps	water availability/ soil preparation/irrigation	various	#2 Multi Market Products
<b>Technology Adopter</b>					
Alimentos	Guatemala	solar dryers	post harvest processing	fruits & vegetables	#7 Small industry fuel switching
Lok SEAP	Cambodia	biomass gasification	post harvest processing	grains & starch crops	#7 Small industry fuel switching
Sanguan Wongse Industries	Thailand	anaerobic digestion	post harvest processing, waste mgmt	grains & starch crops	#6 Agro-Industrial Power
Fruit of the Nile Cooperatives	Uganda	solar dryers	post harvest processing	fruits & vegetables	#3 Local Market Products
Anlong Temai	Cambodia	biomass gasification	irrigation	starch crops, fruits & vegetables	#5 Community Power
Tambaroua	Mali	solar water pumps	irrigation	fruits & vegetables	Farm as customer, potential incubator for ag entrepreneurship



TECHNOLOGY SUPPLIER	REGION/ COUNTRY	ENERGY TECHNOLOGY	ENERGY APPLICATION	RELEVANT DOMAIN	BUSINESS MODEL TYPOLOGY
MOP	Tanzania	solar dryers	post harvest processing	fruits & vegetables	#3 Local Market Products
USISS	Mali	solar dryers	post harvest processing	fruits & vegetables	#3 Local Market Products
Kilimandjaro Natural Foods Cooperative	Tanzania	solar dryers	post harvest processing	fruits & vegetables	#3 Local Market Products
Claphijo Enterprises	Tanzania	solar dryers	post harvest processing	fruits & vegetables	Enterprise as customer
Sommai Rice Mill	Thailand	biomass gasification	processing	rice	#7 Small industry fuel switching
FADECO Trading Company Ltd.	Tanzania	solar dryers	post harvest processing	fruits & vegetables	#3 Local Market Products
Azzan Super Sembe/ WANAMA	Tanzania	conventional	processing	maize	Enterprise as customer
Kakira Sugar Works	Uganda	biomass gasification	processing, power purchase	bagasse	#6 Agro-Industrial Power
Metahara Sugar Mill	Ethiopia	biomass cogen	processing, power purchase	bagasse	#6 Agro-Industrial Power
Central Kenyan Farmers	Kenya	solar water pumps	irrigation	all crops	farmer as customer
<b>Intermediaries/Enablers/ Deployment Programs</b>					
CoGen in Mauritius	Mauritius	bagasse cogeneration	processing	sugar cane	#9 National & Multi Country Deployment Program
UNDP, Regional Energy Project	Mali & West Africa	multi-function Platform, jathropha	post harvest processing	grains & starch crops	#9 National & Multi Country Deployment Program
Solar Electric Light Fund (SELF)	Benin	solar water pumps/drip irrigation	water availability/ soil preparation/irrigation	fruits & vegetables	#5 Community Organized Power
UNDP/GEF/ SGP	Bolivia	micro hydro	processing, packaging	coffe and chili	#9 National & Multi Country Deployment Program
USAID et al./ Development Alternatives	India	biogas	chilling, processing, water availability, soil conditioning	milk, grains, spices, oil	#9 National & Multi Country Deployment Program
Gov. of India/ Development Alternatives	India	biomass	water availability, processing	grains	#9 National & Multi Country Deployment Program
Wirz Solar GmbH, Switzerland, Solsuisse, Maliland ERA, Geneva, Switzerland	Mali	solar PV	water availability, irrigation	fruits & vegetables	Project
African Development Bank; Community Agricultural Infrastructure Improvement Programme -	Uganda	solar PV	electricity for ag market stalls, shades, limited produce storage, cold rooms and some agro-processing and packaging units.	multiple produce	#4 Decentralized Product and Service Provider
UNDP	Pakistan	solar PV	water availability, irrigation	fruits & vegetables	Project
ICRW/ TFNC	Tanzania	solar drying	drying	fruits & vegetables	Project
Asofenix	Nicaragua	solar water pumps	water availability, irrigation	various	#9 National & Multi Country Deployment Program
CEGESTI	Central America	sustainable development	various	various	#9 National & Multi Country Deployment Program
TATEDO, EASE & AREED	Tanzania	solar thermal	post harvest processing	fruits & vegetables	Project
GVEP	Brazil	solar lights	Harvesting	shrimp farming	Project
GIZ	Chile	solar water pumps	water availability/ soil preparation/irrigation	fruits & vegetables	Project
GIZ	Uganda	solar water pumps	irrigation	fruits & vegetables	Project
Government of Bangladesh	Bangladesh	solar water pumps	irrigation	rice & vegetables	#9 National & Multi Country Deployment Program
Government of Bangladesh	Bangladesh	biogas	refrigeration	dairy	#9 National & Multi Country Deployment Program
UNEP "Greening the Tea Industry in East Africa"	East Africa	hydro	processing	tea	#9 National & Multi Country Deployment Program

TECHNOLOGY SUPPLIER	REGION/COUNTRY	ENERGY TECHNOLOGY	ENERGY APPLICATION	RELEVANT DOMAIN	BUSINESS MODEL TYPOLOGY
IDCOL	Bangladesh	biomass gasification	processing, power purchase	rice	#8 Enterprise Service & Finance
SNV/Federation of Cambodian Rice Millers Assc./Assc. Pour la Promotion de la Technique et Metiers/ Centre Kram Ngoy	Cambodia	biomass gasification	processing	rice	#9 National & Multi Country Deployment Program
UNIDO	Kenya	solar PV	information and communication technology for market intelligence	all crops	Project
E + Co	Global	investor & capacity building	various	various	#8 Enterprise Service & Finance
<b>Developers</b>					
Desi Power	India	biomass gasification	water availability/ soil preparation/irrigation	paddy, wheat and jute	#9 National & Multi Country Deployment Program
SME-RE	Cambodia	biomass gasification	post harvest processing	grains & starch crops	#8 Enterprise Service & Finance
Clean Thai/KWTE	Thailand	anaerobic digestion	post harvest processing, waste mgmt	grains & starch crops	#8 Enterprise Service & Finance
Fruits of the Nile/ Tropical Wholefoods	Uganda	solar drying (technology designer)	post harvest/processing	fruits & vegetables	#8 Enterprise Service & Finance
Lanatan Agro-Industrial Inc	Philippines	biogas	Cultivation, processing, waste management	livestock	#7 Small industry fuel switching
EGCO Green Co Ltd	Thailand	biomass	processing, power purchase	rice	#6 Agro-Industrial Power



## PROJECT ACTIVITY DESCRIPTION (PAD) TEMPLATE

**[Name Of Program]**

### **Executive Summary**

This Partner Program Activity Document (P-PAD) provides programmatic background (context) about the program as a whole. The P-PAD also describes key elements of the working relationship among the program partners, including the Memorandum of Understanding among the partners and potential ways in which we might engage additional partners.

*[Customize Executive Summary based on your program.]*

## Table of Contents

The P-PAD is organized into the following sections:

1. Executive Summary
2. Context
3. Background
  - a. Theory of Change
  - b. Key Barriers
  - c. Overall Strategy and Design
  - d. First “Call for Innovations”
4. Partner Operational Principles
5. Potential Additional Partners

The P-PAD also includes the following annexes as background material:

1. Annex A: Partners' Memorandum of Understanding
2. Annex B: Barrier Analysis
3. Annex C: State of Innovation Analysis (forthcoming)
4. Annex D: Monitoring and Evaluation Results Framework
5. Annex E: Initial Environmental Examination (USAID required document)
6. Annex F: Gender Analysis
7. Annex G: Eligible Countries

## Context

The Grand Challenges for Development (GCD) are innovation and acceleration initiatives that began in 2011. Through USAID and its partners are using its tools and networks to source, select, and accelerate science- and technology-focused innovators, entrepreneurs, and businesses that have the potential to achieve large-scale development impact. Parallel to that, we are trying to decrease capital constraints and create different financing options to accelerate the deployment and adoption of innovations in developing and emerging countries. Across the Grand Challenges, we have focused on a range of sectors, including health, education, democracy and governance, energy, and water scarcity.

USAID launched the Grand Challenges as a way for the Agency to better understand and directly support technological and process innovations that could have a catalyzing effect in international development. Each of the Grand Challenges takes a portfolio approach – focusing both on applied research and development to come up with new solutions to global challenges while also adapting, accelerating, and scaling existing innovations for application in new markets. This means a dual focus on product development and process innovations and will ensure the scientific advancements and technologies are not relegated to the lab – but adopted at scale – in emerging and developing countries.



## Background

*[Customize Background based on your program.]*

## Critical Barriers

As described above, articulation of critical barriers – and then sourcing and accelerating innovations to overcome the barrier – is a key tenant of the Grand Challenge model. The Founding Partners undertook a Barrier Analysis (included in Annex B) in each of the three broad thematic areas above to identify the specific barriers that are hampering large scale progress toward solving the problem. We then determined which barriers were appropriate for *Rethinking Water* to tackle, with an emphasis on the barriers in which science and technology is a critical pathway.

This section first describes the technical/technological barriers in *each* of the three thematic areas, and then describes additional cross-cutting barriers that apply to *all* of the thematic areas. Note that several technical barriers are common to both water reuse and efficiency *and* water capture and storage.

*[Customize Critical Barriers based on your program.]*

## Technical/Technological Barriers in Each of the Three Thematic Areas

### Barrier 1 Thematic Area

*[Customize text based on your program. Organize the each barrier using bullet or number lists whenever possible]*

### Barrier 2 Thematic Area

*[Customize text based on your program. Organize the each barrier using bullet or number lists whenever possible]*

### Barrier 2 Thematic Area

*[Customize text based on your program. Organize the each barrier using bullet or number lists whenever possible]*

### Cross Cutting Barriers

*[Customize text based on your program. Organize the each with numbered lists. Below are illustrative categories.]*

1. **Market/Distribution:**
2. **Economic/financial/demand:**
3. **Capacity/know-how:**

### Theory of Change

*[Customize Theory of Change based on your program.]*

### Overall Strategy and Design

*[Customize Theory of Change based on your program.]*

### Funding

*[Customize Theory of Change based on your program.]*



## **Call for Innovations**

*[Customize Theory of Change based on your program.]*

## **WINNOWING PROCESS**

*[Customize Theory of Change based on your program.]*

### **Step 1: Source**

*[Customize text based on your program.]*

### **Step 2: Select**

*[Customize text based on your program.]*

### **Step 3: Accelerate**

*[Customize text based on your program.]*

## **TYPES OF SUPPORT**

### **Financial Support**

*[Customize text based on your program.]*

### **Non-financial Support**

*[Customize text based on your program.]*

## **ELIGIBILITY**

*[Customize text based on your program.]*

## **EVALUATION CRITERIA**

*[Customize text based on your program. The criteria below come from Securing Water for Food.]*

### **Initial Screen**

All eligible applicants are invited to submit an Initial Screen, comprised of responses to the below questions. These responses will provide evaluators with basic information about the applicant and their innovation. In addition to responding to the following questions, applicants will be required to specify the thematic area under which their innovation falls (water efficiency and reuse; water capture and storage; or saltwater intrusion), and also the stage of innovation (Stage 1 validation or Stage 2 commercialization/scaling). Applicants will also be required to demonstrate that they meet the minimum eligibility criteria.

**Innovation (Technical) Viability – 10 points (total 400 words)**

- a. What is your innovation and what is transformative or “game-changing” about it?
- b. What is the specific critical barrier or problem – related to water for food security – that your innovation addresses?
- c. What are the key metrics related to your innovation’s performance or expected performance?

**Application and sustainability in developed or emerging country– 10 points (total 400 words)**

- a. Has this innovation been piloted in a developed or emerging country before (yes/no)? Where? What were the results of the pilot?
- b. How many people do you think your innovation could affect within 3-5 years of receiving Rethinking Water funding and support?
- c. Does this technology or inclusive business model engage or benefit the poor as innovators, employees, suppliers, distributors, and/or consumers?

**Business/Financial Viability – 10 points (total 400 words)**

- a. In what country/region/market are you proposing to expand with Rethinking Water funding, and what is the potential market size for your innovation?
- b. What are your key operating costs?

*If a technology:* What are your product’s life-cycle costs (i.e. estimated cost per gallon/liter processed vs. existing treatment and emerging technologies; installation costs for design, building work and materials, commissioning, training; operating inputs [i.e., energy, consumables, operators, etc.]? Additionally, what are/will be the costs (US\$) of gaining regulatory approval for your first major markets?

*If an inclusive business model innovation:* What the cost to operate this inclusive business model (i.e., personnel, distribution/licensing agreements, etc.)?

- c. How will you provide matching funds equivalent to 40 – 60% of total potential funding (40% for Stage 1/ Validation; 60% Stage 2/Commercialization/Scaling)? (note that matching funds can come from applicant directly [self-investment] or from outside market-based financing; matching funds may not be donor funds or other non-market based grant funding).



## Secondary Screen

Following submission of the Initial Screen, a select number of applicants will be invited to submit a Secondary Screen. The **Secondary Screen** is meant to provide evaluators with in-depth information about the innovation, resource requirements and plan (financial and non-financial), key metrics, partnerships, and matching funds. Each category takes a deeper dive into key elements from the Initial Screen.

Questions are divided into three categories:

**Innovation (Technical) Viability – 30 points:** Description of the innovation in terms of its creativity as a product, process, positioning, or paradigm, with a clearly defined statement of objective.

**Application and sustainability in developed or emerging country– 35 points:** Technological innovation is designed for efficient and reliable performance in the field; business/ process innovation will increase efficiency, improve systems, distribution, etc.; wide-spread application of the innovation will benefit the poor.

**Business/Financial Viability – 35 points:** Sound financial model, effective management, and potential for wide-scale application of product or process in the market.

### Innovation Viability (30 points)

#### 1. Please describe the critical barrier related to water for food security that your technology is addressing.

What problem is being solved?

**2. Describe your technological or inclusive business/process innovation.** What solution does your product or process provide? What is transformative and “game changing” about your innovation? How does it address an unmet need? If technological, describe the basic mechanics of how the product introduces a disruptive innovation in water management (limit 300 words).

**3. Quantify the benefits of your innovation (metrics).** How do you measure your product/process's benefits in terms of reduced costs and increased profitability for the user? What is its value proposition? Please focus on the most important pieces of quantitative data that you have on your product's performance or expected performance (limit 300 words).

**4. Describe the key benefits of your innovation.** What part(s) of the food value chain and need/ “pain-points” does your product/process meet? How completely does it meet them (limit 300 words)?

**5. Costs:** *If a technology:* What is your (estimated) cost per gallon/liter processed vs. existing treatment and emerging technologies (or projected cost per gallon)? What are its installation costs for design, building work and materials, commissioning, training? What are its operating inputs (i.e., energy, consumables, operators, etc)? What are your product's life-cycle costs? Please estimate cost of materials, life-time of operation and disposal. How reliable is it expected to be and what routine maintenance needs will it have? What are/will be the costs (US\$) of gaining regulatory approval for your first major markets?

*If an inclusive business model innovation:* What the cost to operate this inclusive business model (i.e., personnel, distribution/licensing agreements, etc.) (500 words)

**6. Describe your goals for initial validation (if appropriate).** What are the key measurements that you will need to convince early customers to pilot and adopt? What is your schedule for validating your technology solution? What is your time frame for piloting and validation by third-party?

### Application and sustainability in developed or emerging market (35 points)

**1. Describe the effect that your innovation would have at wide scale.** How many people will your innovation affect within 3-5 years of receiving Rethinking Water funding and support? How will you ensure that the proposed innovation is affordable to local users (affordability should include the costs of management, maintenance, and replacement in emerging markets)? How does this technology or inclusive business model engage the poor as innovators, employees, suppliers, distributors and consumers? How might the technology or business model potentially alter local markets (limit 400 words)?

**2. Describe your resource (financial and non-financial) needs.** What outside resources (suppliers of additive technology, materials/components, funds, etc.) are necessary to bring the innovation to scale (limit 300 words)?

**3. Describe your experience (if any) piloting your innovation in an emerging market.** Has this technology been piloted in a developing or emerging market before? Has it been piloted in the country that is the focus of this application? If so please describe the results of that pilot (limit 300 words).

**4. Describe your emerging market presence.** Are you active in at least one developing or emerging market? Are you active in the developing country that is the focus of this application? Alternatively, please describe your proposed partnership with another company / organization that have a presence in the developing or emerging market that is the focus of this application (limit 200 words).

**5. Partnerships.** Applicants will be asked to describe their local partnership in greater detail, and also describe other potential partnerships or existing relationships (for example, with local companies, international corporations, local governments, investors, consumer groups, etc.).

**6. Describe any environmental and social impacts that could be caused by your innovation.** Please describe both potential positive and negative social and environmental impacts that could be caused by your innovation. Please be sure to include any impacts on gender (limit 300 words).

**7. Environmental and Social Benefit.** Does your innovation help mitigate the effects of climate change or improve adaptation for increasing resilience to climate change? If yes, please describe. Are there any potential impacts from climate change that will alter the positive impacts of your innovation? Does the innovation benefit or impact the poor?

### Business/Financial Viability (35 points)

**1. Describe the market characteristics/potential for your innovation.** What is the potential market size for your specific innovation, given the current size and expected growth of that specific operation in that industry (200 word limit)?

**2. Describe your go-to-market strategy.** What is the role of partners? Which partnerships (including local) and projects have



you already confirmed? What is your pricing plan? What is your licensing plan? What is your distribution strategy? What is the time frame for key milestones for your penetration into the market? Where do you see the biggest challenges in achieving your business plan and how do you think they can be overcome (limit 400 words)?

**3. Describe the competitive landscape.** Who are the companies/organizations that you see as competition (limit 200 words)?

**4. Describe the skills and experience of your key operational executives (not including board members).** Indicate the qualifications and years of experience in terms of technical, operations and business experience (limit 500 words). Please focus on the following:

Track record: The accomplishments and failures they have experienced from the earliest point in their career

Expertise: The skills, knowledge, and wisdom they have acquired

Networks: The formal and informal links someone has developed during his/her career

**5. Describe your sources of capital to date.** How have you funded your company/organization (limit 200 words)?

**6. Matching Funds.** Additional evaluation points will be awarded for applicants who provide > 40 – 60% of matching funds.

**7. Describe key learnings.** Failure often leads to later success: what has been the biggest failure so far for this innovation? How were you able to overcome that failure?

### **Face-to-Face Interview**

*[Customize text based on your program.]*

### **What Will Not Be Funded**

*[Customize text based on your program.]*

### **Partner Operational Principles**

*[Customize the section based on your program partners. This section should be consistent with your partnership strategy.]*

### **Potential Additional Partners**

*[Customize the section based on your program partners. This section should be consistent with your partnership strategy.]*

### **Annex A: Partners Memorandum of Understanding**

*[Insert the partnership MOUs.]*

### **Annex B: Barrier Analysis**

*[Insert the Barrier Analysis.]*

### **Annex C: State of Innovation Analysis**

*[Insert the State of Innovation Analysis.]*

### **Annex D: Monitoring & Evaluation Results Framework**

*[Insert the Monitoring and Evaluation Results Framework.]*

**Annex E: Initial Environmental Examination (USAID required document)**

*[Insert the USAID Environmental Examination.]*

**Annex G: Eligible Countries**

*[Insert the Eligible Countries list.]*



