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**KENYA**

## **KENYA FEED THE FUTURE INNOVATION ENGINE**

### **PROGRAM STATEMENT AND REQUEST FOR APPLICATIONS**

***Date issued - January 17, 2014; first revision - February 24, 2014***

Prospective applicants are invited to respond to an open and competitive solicitation for innovations in agriculture and nutrition by the Kenya Feed the Future Innovation Engine. This document outlines the support available through the Innovation Engine, in addition to describing the process and requirements for submitting applications.

***As part of this Request for Applications (RFA), the Innovation Engine has special focus funding windows for innovations relating to nutrition-led agriculture, strengthening the dryland economy as well as youth employment and inclusion. Unless otherwise specifically stated herein, all terms and conditions of this RFA apply to the special focus windows. The Innovation Engine may consider any applicant either under the core RFA or a special focus window.***

This RFA and any future amendments can be downloaded from <http://www.kfie.net>. Prospective applicants that are unable to retrieve the RFA from the Internet may request for an electronic copy by e-mail at [info.kfie@idd.landolakes.com](mailto:info.kfie@idd.landolakes.com).

Issuance of this RFA does not constitute an award commitment on the part of the United States Agency for International Development (USAID), nor does it commit the program to pay for costs incurred in the preparation and submission of applications.

**DUE DATES:** Under this RFA, the Innovation Engine is inviting proposals from prospective applicants in three (3) solicitation waves with the following submission deadlines, no later than 5:00 p.m. East Africa time in each case:

- **revised first due date - March 7, 2014 (superseding initial due date of February 27, 2014)**
- second due date - June 27, 2014
- third due date - October 27, 2014

Applications should be submitted to the Innovation Engine via [apply.kfie@idd.landolakes.com](mailto:apply.kfie@idd.landolakes.com). At the discretion of USAID, submissions received after the respective deadlines may be considered in subsequent solicitation waves. In view of the high level of interest in the Innovation Engine, prospective applicants are strongly encouraged to submit their applications in advance of these deadlines. Kindly refer to the complete submission instructions for proposals in this RFA. Applicants should retain a copy of their proposals and accompanying documents for their records.

**QUESTIONS:** Prospective applicants who have questions concerning the contents of this RFA shall submit them in writing by e-mail to [info.kfie@idd.landolakes.com](mailto:info.kfie@idd.landolakes.com). Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective through the Frequently Asked Questions (FAQs) section of the Innovation Engine website or via an amendment to this RFA, if that information is necessary in submitting an application to the Innovation Engine or the lack of it would be prejudicial to any other prospective applicants.

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## INTRODUCING THE INNOVATION ENGINE

Kenya is among the nineteen focus countries under the United States Presidential global hunger and food security initiative - *Feed the Future*. As a whole-of-government engagement led by the United States Agency for International Development (USAID), *Feed the Future* supports country-driven approaches to sustainably alleviate chronic hunger, raise the incomes of the rural poor and reduce the number of children and women suffering from under-nutrition. The effort aims to assist eighteen million vulnerable women, children and family members globally - mostly smallholder farmers - escape hunger and poverty. To achieve this goal, *Feed the Future* focuses on increasing agricultural productivity, enhancing livelihoods, driving economic growth and countering sub-optimal nutrition.

Over eighty percent of Kenya's population derives part of its livelihood from agriculture, including livestock and pastoral activities. USAID's agricultural value chain programs in Kenya are helping small-scale farmers and business people acquire the skills, technology, financing and market access required to succeed and feed the country. The Kenya Feed the Future Innovation Engine program is intended to be a key contributor towards this endeavor.

The high level of innovation in Kenya has been noted by the World Economic Forum (WEF) in its Global Competitiveness Report for 2012-2013, with the country gaining one of the strongest scores in this area by a developing country - 50<sup>th</sup> position of the 144 countries surveyed.

The Innovation Engine builds on Kenya's latent innovative capacity by identifying, fostering and bringing to scale market-driven solutions to persistent poverty, food insecurity and nutrition through provision of funding support and short-term technical assistance. The program uses a competitive process to identify agriculture and nutrition innovations with the greatest potential for large and sustainable impacts. Such impacts include generating significant measurable increases in agricultural productivity, household income and nutrition.

Geographically, the Innovation Engine's efforts principally target high-rainfall areas with dense populations, high poverty and malnourishment, as well as a number of semi-arid and arid counties. These areas offer great potential for raising agricultural productivity, in addition to encompassing the highest concentrations of malnourished children, female-headed households and rural poor. Innovations that are applicable to other areas in Kenya will also be considered for possible support by the Innovation Engine.

### **Feed the Future principal focus zones in Kenya**

**High Rainfall zone 1 (HRI):** *Bomet, Bungoma, Busia, Elgeyo Marakwet, Homa Bay, Kakamega, Kericho, Kisii, Kisumu, Migori, Nandi, Nyamira, Siaya, Trans Nzoia, Uasin Gishu and Vihiga*

**Semi-Arid zone 2 (SA2):** *Kitui, Machakos, Makueni, Meru, Taita Taveta and Tharaka Nithi*

**Arid counties:** *Garissa, Isiolo, Marsabit, Turkana and Wajir*

## INNOVATION DEFINED

Simply expressed, innovation may be defined as the introduction of concepts, ideas and business models that are new and clearly differentiated from current standard practice. The Innovation Engine seeks to support transformative innovations within the following broad categories:

**Product Innovation** - *New products or improvements on products currently in use.*

Examples here may include improved seed varieties and planting material, new grain storage facilities that are accessible to “deeply rural” producers, novel financial products such as pre-harvest or post-harvest loans, low-cost chilling devices, newly-developed driers to maintain seed quality, development of natural bio-fortified foods using locally grown ingredients as well as highly nutritious processed foods such as flour made from orange-flesh sweet potato.

**Process Innovation** - *Where some part of the process is improved to bring benefit.*

From the Innovation Engine perspective, process innovations address the various actions along the value chain (marketing, finance, distribution, etc.) and may include innovations such as mobile-based management information services or “last-mile” extension service delivery.

**Positioning Innovation** - *Repositioning entails taking a proven method and adopting it to a new context.*

In general, new ways of disseminating an existing technology or practice to increase its uptake and impact are examples of “positioning” innovations. Many improved crop varieties exist, but are not in wide use. Weather-indexed crop-insurance has existed for years, but using agro-dealers as insurance agents and short messaging service technology to increase efficiency making it possible to insure single bags of seeds is new. Dairy chillers to support milk supply chains are not novel, but distributing very small chillers so that they are conveniently accessed by small farmers helps to extend value chains to those who typically remain outside the market.

**Paradigm Innovation** - *Innovations that change fundamental behaviors have far-reaching potential to influence multiple products and processes.*

Safaricom’s M-PESA mobile money product has effectively introduced a paradigm shift, allowing rural farmers and others to make or receive payments over the phone. M-PESA is enabling contract farming, warehouse receipts, agricultural input delivery, loan payments, distribution of cash support payments, with uptake greatly facilitated by access to reliable and timely payments.

## SPOTLIGHT ON KENYA'S AGRICULTURE

Agriculture is the major contributor of the Kenyan economy. It is the leading economic sector, accounting for 25% of the gross domestic product (GDP) and provides a livelihood to three-quarters of the population. The sector also accounts for 65 per cent of Kenya's total exports and provides more than 18 per cent of formal employment. Growth of the national economy is therefore highly correlated to growth and development in agriculture.

Food production plays an important part in maintaining the country's food security, while the industrial and horticultural crops subsectors are important foreign exchange earners. However, the country's agricultural potential is still unrealized and its growth targets are not being met. Opportunities to add value to agricultural produce are largely unexploited. This, coupled with high production costs arising from escalating energy prices and poor infrastructure, makes Kenyan agricultural exports less competitive in global markets.

Kenya's agricultural production is dominated by small-scale farmers who depend on rain-fed agriculture. Production varies from year to year, creating peaks and troughs that destabilize supplies. The country needs to 'scale-up' activities such as processing, branding, quality certification and accreditation, as well as farm level quality improvements that increase the market value of primary products. Agricultural innovation needs to become the driver catalyzing market oriented production and service deliver, promoting productivity and profitability of sector activities at all levels of agriculture sector value chains.

By way of an open and competitive process, the Innovation Engine selects and rigorously tests promising concepts, ideas and business models with the potential to generate measurable increases in agricultural productivity, household income and/or nutrition in the following agricultural value chains:

- horticulture - *fruits, vegetables, herbs, and spices*
- maize
- dairy and non-dairy ruminant livestock - *camels, cattle, goats and sheep*
- staple food crops - *including legumes, pulses, millet, sorghum, cassava and sweet potato*

The Innovation Engine is championing the development, testing and adoption of innovative interventions that address specific agricultural productivity bottlenecks and enhance value chain competitiveness. Illustratively, these innovations and activities may include, but are not limited to:

- availing improved technological inputs such as seeds, fertilizers and integrated pest management interventions that have the potential to rapidly increase agricultural productivity and that are suitable for pro-poor adoption;
- encouraging adoption of improved crop varieties and agricultural technologies;
- promoting increased production and yields of quality milk by producers, improvement in procurement/bulking, cold storage and marketing of quality milk by cooperatives, and improvement in processing and packaging to enable Kenya dairy products to be cost-effective and competitive in both the domestic and export markets;
- emphasizing water use efficiency and environmentally sustainable land use practices;

- catalyzing social innovations that reduce gender inequalities in agricultural production and income, e.g. labor-saving technologies, linking women to extension and markets, promoting farming as a family business with an emphasis on positive gender relations in the family unit, innovations that secure women’s access and rights over productive resources;
- reducing transaction costs to enable the very poor to access markets, including “last-mile” extension services, produce collection centers, and application of information and communication technology (ICT) to more efficiently disseminate agricultural information;
- enhancing sustainable trade and trade credits, contract farming and warehouse receipt systems among others so as to increase efficiency and improve agricultural productivity;
- promoting access to finance and financial inclusion among and within the agricultural sector and across value chains;
- minimize pre-harvest and post-harvest losses in agricultural production as well as promote the development of food preservation and processing technologies;
- developing and deploying agricultural and technological innovations that enhances sustainability and profitability to agri-businesses;
- developing and deploying effective clean energy technologies to increase agricultural productivity and profitability;
- spurring on-farm and off-farm employment through facilitating processing, agribusiness, and value-added small enterprises;
- selecting and/or co-financing infrastructure, technologies, and other capital goods, which could include market and transportation infrastructure, storage methods and facilities, irrigation, processing, and/or packaging technologies;
- enhancing equitable distribution of benefits among men and women within target areas of operation, and involving notable engagement of women as well as youth-owned businesses;
- facilitating public-private investments in value-adding opportunities in regional markets, contract farming, and other opportunities as they arise, and
- buying down the business execution risks of providers to develop, test and/or market new services or products, including but not limited to training and/or technical assistance in safety, traceability and quality standards, productivity techniques, and/or new financial services.

## **SPECIAL FOCUS WINDOWS**

As part of this RFA, the Innovation Engine has special focus funding windows calling for innovations relating to nutrition-led agriculture, strengthening the dryland economy as well as youth employment and inclusion as described below. Unless otherwise specifically stated herein, all terms and conditions of this RFA apply to the special focus windows. The Innovation Engine retains the right to consider any applicant either under the core RFA or a special focus window. In addition to the aforesaid special focus windows, the Innovation Engine may open additional opportunities by way of an amendment to this RFA.

## **Special Focus Window I: Promoting Nutrition-Led Agriculture**

Food security is not only about providing more food, it is also about availing better food that nourishes people and makes them healthy. The Innovation Engine champions a nutrition-led agriculture (NLA) approach towards food security that entails increasing and diversifying agricultural production to meet nutritional needs as well as energizing the local commerce of agricultural inputs and healthy foods. Associated interventions include educating the public and building local demand for nutritious foods, in addition to building effective ecosystems to sustain these efforts.

NLA helps communities to examine their health priorities and subsequently grow crops and maintain livestock that could contribute to resolving key nutritional deficiencies. Bio-fortified orange sweet potatoes provide children with more Vitamin A, making them healthier and less susceptible to disease. Millet fortified with iron reduces anemia among young mothers, averting complications during childbirth. Livestock provide vulnerable people with fats and proteins through milk and meat.

Quality seeds, fertilizer and farm equipment, as well as provision of agricultural services and information, enables farmers to produce higher quality foods. Businesses that transform and trade these harvests into value-added products for sale on local markets not only enhance nutrition but promote year-round storage and consumption of perishable produce.

Behavioral change activities educate people on how to best use their foods and water, with social marketing building associated consumer demand. Ecosystem building is at the heart of NLA, equipping communities with the knowledge and tools to work together to manage their food and water-related resources. Mother-to-mother groups empower women to produce, purchase and utilize foods to better nourish their families and gain access to assets such as livestock and land that increase their independence and income.

NLA is more than being sensitive to nutrition. It is about building a local economy around the production, trade and consumption of high quality, nutritious food. Illustrative activities and innovations in this area may include, but are not limited to:

- promoting food preservation, value addition and local-level processing activities to conserve nutritious foods such as green leafy vegetables, fruits, roots and tubers for utilization during low rain and draught seasons;
- promoting improved utilization of high nutritious crops produced at household level and diversification of food intake;
- expanding income generating activities (domestic and export market opportunities) to increase income and therefore access to food;
- identifying and promoting investment in low cost energy saving technologies that could lead to convenient food preparation;
- promoting local-level processing of fortified foods that are easily accessible and affordable to rural women;
- catalyzing private sector manufacture of fortified complementary foods to address the nutritional needs of pregnant women and newborns that promotes access by rural women, and
- promoting improved feeding practices and positive change in nutrition behaviors, especially targeting women.

## **Special Focus Window 2: Strengthening the Dryland Economy**

The Innovation Engine is keenly interested in the scaling up of agricultural innovations targeting arid and semi-arid lands (ASALs). The defining features of ASALs are variable climate and fragile environmental ecosystems. Drylands have limited soil moisture, occasioned by low rainfall and high rates of evaporation. The economy of arid areas is dominated by pastoralism, with a more mixed economy prevailing in the semi-arid areas, including rain-fed and irrigated agriculture, agropastoralism, small-scale businesses based on dry land products, and tourism-related activities. The Innovation Engine aims to support strategies that ensure food and nutrition security in a sustainable manner in these environments that are prone to drought, where people's access to and control over critical livelihood resources such as land is insecure, and where climate change will increase unpredictability. Illustratively, these innovations and activities may include, but are not limited to:

- improving livestock health systems through better and modern disease control and surveillance systems;
- strengthening livestock production methods including adoption of improved animal breeds, high yielding stocks, modern feeding systems and animal health technologies;
- develop commodity programs for increased productivity and value addition;
- initiating livestock restocking programs;
- developing efficient and effective marketing infrastructure and systems for livestock outputs and inputs;
- supporting value addition within the livestock sector, such as the processing of milk, meat, hides, skins and other products;
- promoting integrated and conservation-based farming approaches such as sand dams, water harvesting and expansion of animal traction;
- increasing extension services for indigenous and drought-tolerant crops;
- improving post-harvest food storage, and
- encouraging the growth of sustainable bio-enterprise production and marketing.

## **Special Focus Window 3: Enhancing Youth Employment and Inclusion in Agriculture**

Kenyans below the age of 30 years constitute the largest segment of the country's active adult population. While overall employment levels in the country are low, the situation is worse for youth who are more disadvantaged by having little or no experience in both employment and business management. The youth comprise a potentially highly productive workforce but most of this potential remains untapped. In particular, increased participation by youth in agriculture - which is presently dominated by older farmers - could hold the key to ensuring and sustaining Kenya's food security into the future.

Encouraging youth to engage in farming activities in rural areas is rather challenging. Youth throughout Kenya hold similar perceptions as their peers in other parts of the world that farming is an increasingly less desirable means of earning a living. For them, the attraction of urban living - while not much better in reality - is quite strong. This coupled with limited access to land as well as advisory and financial services tend to hold youth back.

As 'digital natives', young people today have more access to information, networks, new technologies as well as new forms of communication than previous generations. Greater access to technology contributes to the ability of youth to generate solutions and source opportunities as well as resources that were previously out of reach. When young people's creativity is supported and they are accorded space to share ideas and network, they become innovative partners in economic development.

Innovative interventions to address youth employment and inclusion in agriculture could include, but are not limited to:

- rebranding agriculture to address deep-seated beliefs and practices that negate youth participation;
- improving access to relevant information on agriculture and associated opportunities among young people;
- providing youth with distinctive financial products and services to facilitate income-generating activities and translation of viable ideas into successful businesses;
- developing youth-led agri-enterprise models to provide enhanced awareness, capacity and greater involvement in decision making;
- establishing sustainable synergies, networks and forums on "Youth and Agriculture" for sharing knowledge and expertise, and
- incorporating ICTs in agricultural production systems to capture natural youth inclination towards technology.

## **PROPOSITION TO INNOVATORS**

The Innovation Engine supports promising innovations in agriculture and nutrition through various tiers from “proof of concept” (Stage 1), through “pilot roll-out” (Stage 2) to “transition to scale-up” (Stage 3). The Innovation Engine will invest in selected products, services and business models that have potential for wide-scale adoption and marketplace sustainability through provision of catalytic grant funding and short term technical assistance towards solutions.

Catalytic grant funding may be awarded to selected innovators at any stage, subject to USAID requirements being satisfied. Additionally, the Innovation Engine will offer hands-on technical assistance and mentorship to award recipients to develop their innovations, thus increasing the likelihood of eventual success. Such support may include provision of technical expertise in agronomy, marketing and distribution, processing, quality assurance, packaging, trade, ICT, amongst others, at the producer/entrepreneur level. Where applicable, the Innovation Engine shall also design and implement organizational and financial management capacity building to address pre-determined areas of weakness. Such capacity enhancement should strengthen the financial and organizational sustainability - including corporate governance - of innovation-sponsoring entities.

The Innovation Engine will provide a variety of platforms through which applicants can dialogue and network with like-minded innovators in Kenya and internationally, in addition to facilitating matchmaking relationships to investors and other strategic partners. Successful award recipients will also be supported collectively by the Innovation Engine as a community of practice to foster learning, collaboration and shared approaches.

### ***Stage 1: Proof of Concept***

Initial seed funding is provided to nurture new ideas, supporting the experimentation and prototyping needed to transition innovations from ideas to “proof of concept” validation. Funding ranging between US \$25,000 and 100,000 will be invested at this stage, which will typically last between six and twelve months for most projects. Stage 1 applicants are required to demonstrate a plan for both technical and organizational viability. It will also be critical for Stage 1 projects to provide a convincing and thought-out methodology as a pathway to widespread adoption of their proposed innovations.

In order to be considered for progression to Stage 2, the most promising Stage 1 projects must:

- prove that there is market demand for the innovation;
- have an effective design, distribution and marketing plan;
- show potential for uptake by local farmers and the private sector, and
- be viable when evaluating the cost-benefit analysis of innovations and the reliability of their results.

### ***Stage 2: Pilot Roll-Out***

At this stage, aspiring innovations are introduced into the consumer/user environment to determine their technical and market viability. Pilots are accompanied by testing and market research to evaluate impact, adoption rates of the innovations, distribution and marketing plans, benefits for the farmers and households, and how the approach will function at a larger scale. In addition, to meet the criteria for progression to Stage 3, Stage 2 projects must have the financial controls, measures and organizational structure necessary to compete for and receive Stage 3 funding. Where possible, Stage 2 innovations should aim for viability and adoption on a broader geographic scale than the proof of concept level and include plans for how the innovation could be scaled up even further. Typical start-up funds will range between US \$100,000 and 500,000; for most innovations, these funds will be spent over one to three years.

### ***Stage 3: Transition to Scale-Up***

The most promising projects that meet the criteria for success in Stage 2 are eligible for progression to Stage 3. Such innovations will demonstrate potential for scalability and sustainability either through the private or the public sector. The most competitive Stage 3 proposals will leverage additional funding from private investors, donors or public resources. Funding for projects at this stage will typically range between \$500,000 and 750,000.

### ***Graduation and Mainstreaming***

The final step for successful projects is graduation! These innovations have proven scalability and can move forward without further support from the Innovation Engine and USAID. Graduation to scale and sustainability is a key metric of success for both individual innovations and the Innovation Engine program overall.

Projects may be considered for support from the Innovation Engine at any of the three levels, i.e. an innovation can apply for Stage 2 or Stage 3 support without having been part of the Innovation Engine at either Stage 1 or Stage 2. Successfully completed innovation projects at either Stage 1 or Stage 2 may re-apply to the Innovation Engine for follow-on support at the next stage.

Please note that applicants are considered by the Innovation Engine based on the stage that they indicate in their respective applications. Stage determination should be made on the basis of the content of the proposed innovation project and not by the amount of funding sought. If the Innovation Engine disagrees with the stage at which an applicant has placed its innovation, the Innovation Engine reserves the right to unilaterally reassign the stage as part of its appraisal and selection process. Additionally, the level of potential funding support that may be sought from the Innovation Engine and USAID will be considered on the basis of the scope and scale of the specific innovation project.

Direct entrants at Stages 2 and 3 must demonstrate from the outset that they can achieve the outcomes desired, and will be required to include quantitative milestones and target dates for achieving them in their applications to the Innovation Engine. Simply meeting these milestones will not automatically lead to qualification for the next stage; rather, only the most successful and promising projects at each stage will be considered for follow-on support within the Innovation Engine.

The Innovation Engine recognizes that innovators often need to re-invent their business models - organizations that have already received Innovation Engine funding are eligible to propose an improved iteration of their innovation and apply for additional funding within their prior stage. Further, organizations may also apply for a second round of funding within the prior stage if their results justify the Innovation Engine's continued investment at this funding stage.

The Innovation Engine also appreciates that some projects may need more funding than the typical ceiling for the selected stage. If an applicant seeks funding beyond the suggested ceiling for a particular stage, the applicant should justify why additional funding is required to meet the requirements for that stage. The Innovation Engine encourages applicants to form strategic alliances and to seek additional funding partners.

## **APPLYING TO THE INNOVATION ENGINE**

### ***Eligibility***

The Innovation Engine welcomes and encourages applications from the following entities, which should be legally recognized under applicable law:

- Kenyan and foreign private sector commercial enterprises;
- Kenyan and East African business and trade associations;
- Kenyan and foreign non-profit organizations;
- domestic, regional and international higher education and research institutions, and
- individual innovators, who must be Kenyan nationals over the age of 18 years (*for Stage 1 innovations only*).

Submissions from organizations that have not previously done business with USAID are particularly encouraged to apply, including proposals from organizations owned or managed by women and youth.

Organizational entities applying for support through the Innovation Engine are required to designate an affiliated person as the Innovation Champion to serve as primary contact for respective applications and who will subsequently have lead responsibility for ensuring execution of the Innovation Engine award if secured. Multiple applications from a single entity will be permitted. Each submission, however, must be associated with a different Innovation Champion and propose a different concept or idea. We however encourage applicants to submit only their best ideas.

Partnerships that bring together diverse expertise from non-traditional partners, particularly those that include private sector partners, will also be encouraged. In the event that an applicant has established a consortium or another partnership relationship with its partners, it shall be required to furnish documentation establishing the parameters of the relationship between the parties. This should include identification of the principal entity and individual that will be treated as the applicant and Innovation Champion for purposes of the Innovation Engine award administration, the party that will have accounting responsibility and details of how innovation enhancement effort will be allocated amongst the parties.

The Innovation Engine is designed and intended to specifically identify and bring to scale innovative solutions to agricultural and nutritional challenges within the *Feed the Future* geographic zones of focus in Kenya. However, if innovations are applicable to other areas of the country and the East African region, this would be considered as a favorable outcome.

Please note that innovations that do not specifically address challenges in *Feed the Future* focus zones in Kenya will not be dismissed from consideration by the Innovation Engine, but those that do are strongly preferred.

### ***Innovation Solicitation Waves and Timelines***

Under this RFA, the Innovation Engine is inviting proposals from prospective applicants in three (3) solicitation waves with the following submission deadlines, no later than 5:00 p.m. East Africa time in each case:

- revised first due date - March 7, 2014 (superseding initial due date of February 27, 2014)
- second due date - June 27, 2014
- third due date - October 27, 2014

Applications should be submitted to the Innovation Engine via [apply.kfie@idd.landolakes.com](mailto:apply.kfie@idd.landolakes.com). At the discretion of USAID, submissions received after the respective deadlines may be considered in subsequent solicitation waves. In view of the high level of interest in the Innovation Engine and the significant number of submissions expected, prospective applicants are strongly encouraged to submit their applications in advance of these deadlines.

The Innovation Engine will endeavor to respond to all applicants within four weeks of each proposal submission due date to advise on the status of their respective applications. Indicatively, the approximate timeline from the due date of initial proposal submission to award finalization for successfully selected innovation project is four months. The Innovation Engine and USAID shall however reserve the right to make adjustments to this schedule.

The Innovation Engine will formally acknowledge receipt of all applications submitted by the requisite deadlines but may choose not to select and support applications even after they have been solicited.

### ***Proposal development support***

To facilitate the preparation of responsive innovation proposals by prospective applicants, the Innovation Engine will deliver a series of public information sessions and innovation proposal development clinics via online webinars and at several locations across Kenya over the coming months. Further details on the dates, times and venues for these information sessions will be posted on the Innovation Engine website - <http://www.kfie.net>.

While training will comprise a broad range of topics, it will primarily cover how to design an effective technical approach for an innovation project, a hands-on exercise demonstrating how to develop a proposal budget, in addition to advising on expectations for managing grant funding and associated reporting requirements.

### ***How to Apply***

There are two rounds of proposal submission. Applicants whose proposals are ranked favorably during the first round will be required to submit supplemental documents for the second round.

#### **I. Round One - Initial Proposal Package by all Applicants**

All applicants must submit the following documents to the Innovation Engine any of the requisite submission deadlines at [apply.KFIE@idd.landolakes.com](mailto:apply.KFIE@idd.landolakes.com). A complete proposal will consist of the following sections:

- a) Basic Applicant Information
- b) Proposal Summary
- c) Innovation Technical Narrative
- d) Proposal Summary Budget

e) Appendices

The initial proposal package must fulfill the following requirements:

- a maximum of twenty (20) pages - excluding appendices - written in English and consecutively numbered;
- typed and single spaced with one (1) inch margins, in Times New Roman, eleven (11) point font size using Microsoft Word (version 2000 or later) or Adobe PDF format, and
- appropriately formatted so that any charts, tables and/or spreadsheets are not less than ten (10) point font size, and any spreadsheets are in Microsoft Excel (version 2000 or later). Charts or tables included in the proposal must be within the specified page limit.

Kindly submit your initial proposal package in **one** email message to [apply.kfie@idd.landolakes.com](mailto:apply.kfie@idd.landolakes.com). As our email address will only accept files that are less than twenty five (25) megabytes in size, you are encouraged to submit your application documentation as a .zip file. Additionally, please include your innovation project title and organization name in the subject line of your email message.

Proposals that do not adhere to the page and word limits indicated in the proposal format may not be considered. Citations should be provided whenever possible, and any assumptions used to generate estimates should be clearly explained.

2. Round Two - Submission of Supplemental Information by Shortlisted Finalists

**Only applicants shortlisted after the first round appraisal** will be invited to submit detailed budgets and past performance documentation. In some cases, the Innovation Engine and USAID may request applicants to elaborate on their technical proposal submissions.

The following documents will be sought from all shortlisted finalists for the second round of innovation proposal appraisal:

**I. PAST PERFORMANCE INFORMATION**

Shortlisted finalists will be required to provide at least three past references that can speak to the ability of the applicant to work effectively as part of a team, achieve results or successfully implement projects similar in magnitude, complexity, objectives and contexts within the past three years. When past performance information is presented, applicants shall furnish award numbers and other details with contact information for similar projects funded over the past three years by USAID or any other government entity or third-party source.

Newer organizations and applicants with little or no prior related funding awards are highly encouraged to apply for Innovation Engine and USAID awards and are eligible for consideration. Under these circumstances, please provide alternative references, e.g. references from business partners or financial institutions, etc. The Innovation Engine and USAID reserve the right

to obtain past performance information from all relevant sources, including those not named in the applicant's submission.

Name of the organization which funded the project(s)	Award number	Primary contact name	Mailing address	Email address and phone number	Overall US dollar value of the project	Brief Description of Project

## II. DETAILED PROPOSAL BUDGET

The detailed proposal budget - consisting of a spreadsheet and accompanying narrative - shall clearly show how funds will be used to support the activities proposed in the applicant's Innovation Technical Narrative. The Innovation Engine advises prospective partners to focus resources on project implementation rather than salaries and benefits. Additionally, the Innovation Engine encourages applicants to propose a cash-based cost share in order to demonstrate organizational commitment to the proposed program, as well as any potential leveraging of US Government resources.

Detailed proposal budgets will also be subjected to cost realism analysis, which will verify applicants' understanding of the Innovation Engine's requirements and assess the degree to which the cost applications accurately reflect the approaches set forth in the respective technical narratives. Applications that do not present realistic costs may risk not being considered for award.

### A. Budget spreadsheet

*Shortlisted finalists will be provided with a spreadsheet template to enable them complete and submit their detailed project budgets for Innovation Engine consideration. The project budget shall clearly show how funds will be used to support the activities proposed in the application's Innovation Technical Narrative. The budget will include total estimated costs for the life of the project. The budget spreadsheet shall also include the breakdown of all costs to each partner organization, if any, involved in the program.*

### B. Budget narrative

*Shortlisted finalists will also be furnished with a budget narrative template to enable them to adequately explain how individual cost-estimates in the budget spreadsheet were constructed.*

## INNOVATION APPRAISAL AND SELECTION

All proposals received by the Innovation Engine in response to this RFA will be screened for document completeness and to establish that eligibility requirements have been satisfied. Ineligible proposals may be disqualified from further review.

Eligible submissions will be evaluated by the Innovation Engine through a two-round process involving appraisal and scoring by an Innovation Screening Team and an Investment Advisory Committee. Where applicable, Expert and Peer Review Panels will be also be constituted to support this process.

During the first round of appraisal, the Innovation Screening Team will review and rate the applicants' initial proposal packages, based on established criteria. In the second round, applicants who distinguish themselves as having the strongest ideas for high-impact, scalable and adoptable innovations will be invited to submit detailed budgets and past performance documentation for in-depth review alongside have their respective Innovation Technical Narratives.

Initial innovation proposal packages will be appraised by the Innovation Engine based on the following three main parameters:

### ***Desirability - Is your innovation impactful?***

- Does/will your innovation increase the quantity and/or quality of food produced in Kenya (or specific regions of the country)?
- Does/will it increase smallholder incomes?
- Is the proposed innovation disruptive, breakthrough or incremental, and is it appropriate for the target consumers/users?
- To what degree does/will it positively impact women, youth and other vulnerable populations?
- To what degree does/will it change Kenya's agriculture sector?
- Does/will it enable other innovations?
- To what extent can/does the innovation achieve the stated food security and nutrition goals within *Feed the Future* focus regions in Kenya, and is it something that could be scaled up regionally within East Africa or further afield internationally?

### ***Feasibility - Is your innovation realistic?***

- Do you (as the Innovation Champion) and your organization have a proven track record and/or relevant expertise?
- To what degree is your innovation "embedded" in its corresponding value chain(s)?
- Do you and your organization have the requisite commitment, leadership and motivation to bring the innovation to scale?

### ***Viability - Is your innovation sustainable?***

- To what degree is your innovation "market driven"?
- What is its potential for growth and scalability?
- Is use of your innovation environmentally safe?
- Can you and your organization leverage external in-kind and/or cash resources?
- Will the Innovation Engine's support make a measurable difference in bringing this innovation to scale, and could this innovation attract follow-on investment?

Only applicants shortlisted during the first round will be contacted and requested to furnish past performance information and detailed budgets with budget narratives.

Past performance will be evaluated on the basis of the feedback received from the references provided by the applicant in question. The Innovation Engine and USAID will evaluate the extent to which a shortlisted finalist has satisfactorily implemented or managed activities of similar scope and objective, including such aspects as quality of product or service provided, cost control, timeliness of performance, customer satisfaction and effectiveness of key personnel.

In the case of a finalist without a record of relevant past performance, or for whom information on past performance is not available, the applicant in question must provide a statement to that effect and may not be evaluated favorably or unfavorably on past performance. Please note that the Innovation Engine and USAID reserve the right to obtain past performance information from other sources, including those not named in the proposals received.

Costs included in the proposed budget will be reviewed to ensure that they are allowable, allocable and reasonable. Proposed budgets will also be subject to cost realism analysis to verify the applicant's understanding of Innovation Engine requirements, assess cost effectiveness and the degree to which the budget reflects the approaches in the technical solution.

Shortlisted finalists - through their respective Innovation Champions - will also be invited to deliver in-person or virtual (via videoconference) pitches for consideration by the Investment Advisory Committee. These pitch sessions will consist of presentations on the most salient aspects about the finalists' respective innovations followed by a Question & Answer (Q&A) session.

The Investment Advisory Committee will help to ensure that a balanced portfolio of complementary projects and will carefully prioritize innovation projects based on needs identification, market analysis as well as gender and youth inclusion. The Investment Advisory Committee will subsequently make recommendations to USAID regarding which projects should receive funding and technical assistance support through the Innovation Engine.

Prior to notifying successful applicants and announcement of awards, USAID will independently review and validate the Investment Advisory Committee's recommendations to ensure consistency with applicable policies and procedures. Awards will be made to responsible finalists whose proposals offer the greatest value, potential for impact, innovativeness and scalability, among other factors. The final decision regarding the award of support through the Innovation Engine shall be the responsibility of USAID.

Unsuccessful applicants will receive formal notification that their projects were not selected and may request feedback from the Innovation Engine in relation to their applications.

## **CONFIDENTIALITY AND INTELLECTUAL PROPERTY CONSIDERATIONS**

It is expected that some applicants may have intellectual property interests in their innovations prior to applying for consideration by the Innovation Engine. The Innovation Engine - which shall also construe its implementation partners and associates - shall jointly or individually:

- reasonably endeavor to honor and safeguard applicants' proprietary data, commercially sensitive information and potentially valuable concepts or ideas from unauthorized, inadvertent or untimely disclosure;
- not procure any information that is deemed to be confidential and/or proprietary to applicants. To that end, applicants shall also ensure that no such information is revealed at any stage of the Innovation Engine application process unless appropriate intellectual property protection has already been sought. Ideas, trade secrets, privileged or confidential

commercial or financial information, disclosure of which may harm the applicants in question, should be included in applications to the Innovation Engine only when such information is necessary to convey a full and proper understanding of the proposed projects. Where applicable, such information must be clearly marked and be appropriately labeled with a legend such as:

"The following is <proprietary or confidential> information that <name of applicant/organization> requests not to be released and be used only for purposes of review and appraisal."

- not retain or claim any ownership of, or exploitation or proprietary rights to, intellectual property developed or resulting from support received through the Innovation Engine.

In specific instances where two or more applications appear to be complementary and where the Innovation Engine deems that the applicants' objectives might be better served through joint initiatives, the Innovation Engine may seek consent from the applicants concerned to facilitate appropriate information sharing.

Additionally, if appropriate, the Innovation Engine may consider sharing specific submitted applications with other US government programs as well as third-party donors and investors that may potentially be interested in supporting the applications in question. Should you not wish to have your application to the Innovation Engine shared under any of the aforesaid circumstances, kindly indicate so in your submission.

## **MEASURING SUCCESS**

The project action plans proposed in the applications submitted to the Innovation Engine should include a clear set of key activities that test the ideas and concepts in a way that could provide clear evidence of scalable impact such as:

- increased adoption of innovative agricultural technologies and practices;
- improved agricultural productivity;
- improved agricultural markets;
- increased private sector investment in agriculture and nutrition-related activities;
- increased agricultural value chain on- and off-farm employment;
- increased resilience of vulnerable communities and households;
- improved access to diverse and quality foods;
- expanded access to fresh, processed, and nutritionally enhanced food;
- improved nutrition-related behaviors, and/or
- improved use of maternal and child health and nutrition services

Innovative solutions selected for support through the Innovation Engine will be tested using rigorous impact assessment methodologies, which may involve experimental and quasi-experimental designs that include control and intervention groups with clear sets of indicators to define success.

Innovations should ultimately scale up outside of the Innovation Engine program, either by the private sector, the public sector, or some combination of the two. For those innovations anticipated to be publicly provided, a key metric of success is cost-effectiveness and evidence of public institutional demand. For those innovations for which scaling by the private sector is planned, the Innovation Engine will look for evidence of demand among target users and a compelling value proposition, i.e. an analysis and quantified review of the benefits, costs and value that an innovation can deliver to target beneficiaries and end-users.

The Innovation Engine will institute metrics for monitoring and evaluation (M&E) of award recipients at all stages for the duration of their respective award periods. Award recipients will be required to report regularly on core indicators that are relevant to their innovation development plans. The Innovation Engine will be responsible for tracking progress via periodic collection of these indicators as well as periodic site visitation to each award recipient. In particular, the Innovation Engine will collect gender-disaggregated data, in addition to monitoring gender and youth impacts of all supported innovations. In addition to tracking award recipient activities and progress, the Innovation Engine will document innovative, private sector approaches worthy of replication, as well as lessons learned from instructive failures for wide dissemination.

## INITIAL PROPOSAL PACKAGE SUBMISSION CHECKLIST

Applicants are responsible for ensuring that their applications are complete and transmitted within the stipulated time-frames. Applicants will also bear full responsibility for data errors and omissions.

To complete and submit your application to the Innovation Engine, please follow the steps summarized in the checklist below:

- Complete your innovation proposal in English using the format outlined in this guidance document, making appropriate reference to this Request for Applications and the Innovation Engine website - <http://ww.kfie.net>.
- Submit any questions that you may have regarding the Innovation Engine and the application process to [info.kfie@idd.landolakes.com](mailto:info.kfie@idd.landolakes.com) within the requisite time period.
- Submit your duly completed innovation proposal package - as separate files in **one** email message to [apply.kfie@idd.landolakes.com](mailto:apply.kfie@idd.landolakes.com) by the closing date. As our email address will only accept files that are less than twenty five (25) megabytes in size, you are encouraged to submit your application documentation as a .zip file. Applications sent by any other means will not be considered.
- Please retain a copy of your **completed innovation proposal package** for your records.

The Innovation Engine may accept applications past the deadline due to transmission difficulties that are not the fault of, or within the control of the applicant, but is not obliged to do so.

## **ANNEX A - INITIAL PROPOSAL PACKAGE**

*(not to exceed 20 pages in total, excluding appendices)*

### **I. APPLICANT INFORMATION - not to exceed 2 pages**

- A. *Full legal name of applicant organization*
- B. *Organization type*
  - *commercial enterprise, business/trade association, non-profit organization, higher education/research institution*
- C. *Principal physical address of main office location (include list of other office locations, if applicable)*
- D. *Website*
- E. *Innovation champion and secondary point of contact*
  - *full legal name and designation of innovation sponsor acting on behalf of the Applicant and alternate contact person*
  - *contact details - office and mobile telephone numbers, e-mail address, Twitter handle*
- F. *Innovation project title*
- G. *Applicable agricultural value chains*
  - *horticulture, maize, ruminant livestock (dairy or non-dairy) and/or staple food crops*
- H. *Innovation stage*
  - *Stage 1 - proof of concept, Stage 2 - pilot roll-out, or Stage 3 - transition to scale*
- I. *Innovation deployment location (s) in Kenya*
  - *High Rainfall zone 1, Semi-Arid zone 2 and/or arid counties*
- J. *Expected duration of project activities in months*
- K. *Partner organization(s), if applicable*
- L. *Amount of funds being sought through the Innovation Engine - total in US dollars and Kenya Shillings equivalent*
- M. *Has the applicant ever received USAID or US Government funding for this project or a similar one in the past?*
- N. *Are you interested in other types of support and are you agreeable for this proposal to be shared with other funding/technical partners? Please state any associated conditions.*
- O. *How did you learn about the Innovation Engine?*

## II. PROPOSAL SUMMARY

Please note that the Innovation Engine will conduct preliminary innovation screening based on the applicants' responses to the questions in this section. Also note that the responses by Innovation Engine funding recipients may be used for public communication after the awards are made. The innovation Engine reserves the right to make minor edits to the responses in order to enhance their readability for public communication. Because the responses may be used publicly, proprietary information should not be disclosed in the Proposal Summary section.

Use this section to address the following points and questions:

- i. What agriculture and/or nutrition challenges are you addressing? What solution are you proposing and how will this be remarkably different over current standard practices to qualify as being innovative? (response should be limited to 200 words)
- ii. What is your solution's potential to achieve groundbreaking impact and/or to become a true game changer in its targeted field. Where possible, provide summary data and citations of evidence of impact. (response should be limited to 200 words)
- iii. Briefly describe the project's implementation plan and timeline, identifying impediments or critical decision points that could require revision of the activity plan or milestones. Address the extent to which the proposed activities are aligned to existing county level or national agriculture and/or nutrition development initiatives. (response limited to 300 words)
- iv. Describe the definition of success for the proposed innovation program approach. What is the expected end result at the conclusion of the Innovation Engine award? Briefly indicate how many people are likely to benefit from this and what benefits they may derive. Reference how various groups - men, women, youth, etc. - will benefit. Provide details of the county or counties within Kenya in which you will implement your project. (response should be limited to 300 words)
- v. Outline the level of funding and technical assistance sought, in addition to the cost share commitments and/or public-private partnership leveraging that may be available or anticipated. (response limited to 200 words)

## III. INNOVATION TECHNICAL NARRATIVE

### A. Your Innovative Solution and Anticipated Impact

Use this section to describe your innovation and address the following associated questions:

- i. What challenge(s) in agriculture and/or nutrition are you addressing through your innovation? What is the magnitude of the challenge(s) in Kenya, or specific regions of the country?
- ii. What innovative solution are you proposing and what is the extent of agricultural productivity, poverty alleviation, nutrition and/or operational environment impact that your solution could have in relation to the stated challenge(s) in Kenya, or specific regions of the country?

- iii. *If you do not own rights to the innovation that you propose, have you acquired or received legal permission to access, use, manufacture and/or market it from the owner of the innovation?*
- iv. *What makes (or will make) your solution more appealing than existing common practices or competing solutions that seek to address the same challenge (s) in agriculture and/or nutrition as your solution in specific regions of Kenya that you intend to operate and scale?*
- v. *How does/will this particular solution deliver significant impact in a different way from current standard practice in Kenya? If applicable, describe previous experiences testing or implementing the solution as well as any evidence of successful development impact (required for Stage 2 and Stage 3 applicants). Please provide relevant data and citations in support of your statements.*
- vi. *What potential does your solution have to yield greater cost-effectiveness - i.e. development impact per dollar - than alternative ways of achieving the same impacts? If possible, provide estimates of development impact per dollar for your solution and alternatives. Stage 2 and 3 applicants should provide the following metrics: cost of goods sold (including whether these include distribution, maintenance and/or replacement costs), sales estimates, gross margins, net margins and the product/service pricing. If applicable, submit past (up to 3 years) income statements along with pro forma financial statements and describe the major associated assumptions, providing any evidence to support their validity.*
- vii. *What specific approaches does your innovative solution present for addressing constraints to gender and youth integration in a substantive manner and capitalizing on the associated opportunities? If the innovation is specifically targeted for use by women and/or youth, please identify and explain this. If the innovation may not meet the needs of women and/or youth, highlight the constraints that could limit their ability to benefit, and any efforts you will make to address those constraints.*
- viii. *What are the potential environmental/human health impacts and possible mitigation measures associated with deployment of this innovation? Does it require special training to prevent adverse health and/or environmental impact? Specifically, activities using chemicals/pesticides; construction/refurbishment of infrastructure, or waste management and water system interventions require a detailed description of how proposed activities will impact the environment and proposed mitigation measures.*

## **B. Target Beneficiaries and Potential to Scale**

*Use this section to address the following questions:*

- i. *Who and how many people - smallholder farmers, women, youth, as well as other targeted users and consumers - will your innovation directly and indirectly impact? Please provide a definition of direct and indirect “beneficiary” as it relates to your project’s potential for impact. Indirect effects include “trickle down” benefits to people who may not be actual users of the product or service. Additionally, explain your approach for calculating the estimated number of beneficiaries and how they will be affected.*

- ii. *What are the characteristics of your target beneficiaries or end-users (e.g. primary source of livelihood, income group, nutritional status, gender, age, disability status, cultural setting)?*
- iii. *Has your innovation been designed with input from these beneficiaries or end-users?*
- iv. *How might beneficiaries or end-users modify their existing practices or behaviors to use your product or service?*
- v. *What level of market scale (in terms of consumer/user adoption, geographic spread and profitable/sustained growth) do you expect your innovation to reach within the next two to five years in Kenya and, if applicable, outside the country? Do you expect growth to be greater within certain market segments - or cultural, geographic and social settings - over others? If so, please specify.*
- vi. *What are possible avenues for replication and scale up over the next two to five years, and what plans do you have to get there? How will achievements from deployment of the innovation be sustained beyond the phase of Innovation Engine support?*

*Responses to the questions in this section should take a market-based approach, exhibiting a strong, detailed understanding of the target market for the proposed innovation and its potential to be replicated and grown to scale.*

*For Stage 1 solutions, the potential market should be defined, including demographics, geographic location, point(s) of intervention in the agricultural supply chain as well as anticipated price points that could achieve affordability as well as cost recovery. Strategies for further donor and/or investor support to bridge the gap between the end of support from the Innovation Engine and commercialization should also be discussed.*

*For Stage 2 and Stage 3 solutions, the actual market size as well as potential for growth based on current/anticipated price points and revenues should be described. For all projects, constraints that could jeopardize innovation sustainability - such as local capacity, institutional barriers, policy and/or trade barriers, etc - should be identified and potential interventions to address these constraints described.*

### **C. Implementation Plan**

*Use this section to address the following questions:*

- i. *How do you plan to test and/or implement the innovation? What are your innovation project objectives and the expected results - in terms of testing, market introduction, adoption and/or scale up? Provide a rationale that implementation will occur at an appropriate scale and in a relevant context to achieve these stated objectives.*
- ii. *For Stage 2 and 3 solutions, outline how previous smaller scale experiences have informed the proposed approach and demonstrate the feasibility for larger scale implementation. This should include a summary of the uptake and/or demand for the innovative solution, willingness to pay or other relevant trends among various target group(s) or market segment(s).*

- iii. *What financial and non-financial resources could the Innovation Engine provide to help you to meet your goals for the innovative solution among the targeted group(s) and/or market segment(s)?*
- iv. *What key technical and/or organizational constraint(s) do you need assistance with in order for your innovation to achieve market-entry viability, scale up and sustainability, and in order to meet the needs of the targeted group(s) and/or market segment(s)?*
- v. *Which particular stakeholders are critical to the success of the proposed innovation and its eventual scale up and why? How will they be involved in the project? Discuss their level of support for the proposed solution. Indicate whether and to what extent any stakeholders will facilitate the process by which innovations better meet the needs of the targeted group(s) or market segment(s).*
- vi. *What plans do you have for continuously evaluating implementation success and taking corrective actions and how do you intend to address potential operational challenges, e.g. policy requirements and legal regulations?*
- vii. *Provide a clear activity plan that proposes the project milestones to be achieved, the tasks and deliverables under each milestone as well as an associated schedule of completion with anticipated time frames and parties responsible - refer to the sample activity/milestone plan (Annex B) in this document. Milestones should represent tangible steps towards project completion and should include concrete and specific objectives against which the applicant and the Innovation Engine will assess progress.*
- viii. *Please describe any past or current funding and partnership relationships between your organization and US Government agencies, other donor entities or sources of private capital that may be of relevance to this project action plan.*

#### **D. Key Personnel and Organizational Capacity**

Use this section to address the following questions:

- i. *What key staff is the applicant - and project partners, if applicable - proposing to support the proposed project objectives? Describe the composition of the project team by providing a proposed staffing matrix that lists all the positions that will be essential to the success of the project, detailing roles, responsibilities, required level of effort and organizational affiliation. Describe the relative roles and responsibilities of the lead applicant and all partner organizations. Brief descriptions of key personnel's experience and qualifications, as well as curriculum vitae, should be included as appendices.*
- ii. *Demonstrate how the project team and associated organization(s) possess a deep understanding of the agriculture and/or nutrition challenge in question and the solution proposed as well as the capability, experience and skills necessary to achieve the intended project objectives. Applicants should also provide specific examples of relevant activities previously conducted/managed and illustrate the experience gained and learned.*
- iii. *Please outline any personnel gaps and needs, in addition to the intended steps to reconcile these gaps.*

## **E. Leverage**

Please outline what leverage and cost share will realistically be contributed to the innovation project objectives.

Leverage represents all of the non-US Government resources that can be expected to be applied to a program and includes resources that third parties bring to the program without necessarily providing them to the recipient. These parties may include the central or county government, businesses, private foundations or individuals.

Cost share may include project costs incurred by the recipient from its own funds, or project costs financed with cash, services, or property contributed or donated to the recipient from other non-US Government sources. Not all cost share requires cash outlays by the recipient; examples are depreciation and use charges for buildings and equipment. If proposed, cost sharing should be included in the project budget and may become a condition of an eventual award. Furthermore, cost sharing must be verifiable from the recipient's records and can be audited.

For Stage 2 and Stage 3 solutions, the most competitive applications are likely to demonstrate commitment from external investors and/or increasing internal revenues.

## **IV. PROPOSAL SUMMARY BUDGET**

Applicants are requested to use the following template to complete their proposal summary budgets (amounts in Kenya Shillings).

<b>BUDGET CATEGORY</b>	<b>YEAR 1</b>	<b>YEAR 2 (if applicable)</b>	<b>YEAR 3 (if applicable)</b>
A. DIRECT LABOR			
B. FRINGE BENEFITS			
C. SHORT-TERM TECHNICAL ASSISTANCE			
D. TRAVEL AND TRANSPORTATION			
E. SUPPLIES AND EQUIPMENT			
F. OTHER DIRECT COSTS			
<b>TOTAL DIRECT COSTS (A + B + C + D + E + F)</b>			
COST SHARE			

## V. APPENDICES

To accompany the Innovation Technical Narrative, applicants are asked to submit the following appendices. No one individual PDF file for an appendix should exceed eight (8) MB in size.

- Letters of Agreement with Partnering Organizations  
(no more than six agreement letters, no longer than two pages in length each)

*Applicants are not required to partner with other organizations for the submission of proposals to the Innovation Engine. However, if an applicant does intend to establish a consortium or another relationship among its partner(s), the applicant should submit a copy of the agreement letter(s). The agreement(s) should include full disclosure of the relationship(s) between the applicant and partner organization(s), including identifying the organization(s) responsible for award administration and accounting. Additionally, the agreement should discuss how the award effort will be allocated and the express agreement of the principals thereto to be held jointly and severally liable for the acts or omissions of the other(s).*

- Resumes of Key Personnel, including the designated Innovation Champion  
(no more than five resumes, each limited to three pages in length)

*The resumes of up to five (5) key personnel should be submitted as appendices. These resumes should be ordered chronologically - starting with the most recent experience - and should include up-to-date e-mail and telephone contact information for at least three referees for each proposed individual.*

- *Copies of legal incorporation/registration documentation for primary applicant organization.*
- *Where applicable, up to three (3) years of past income statements and pro-forma financial statements as per section A vi. of the Innovation Technical Narrative.*
- *Additional relevant documentation that applicants may wish for the Innovation Engine to consider alongside their respective innovation proposals.*

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## ANNEX B - SAMPLE ACTIVITY/MILESTONE PLAN

Milestone	Deliverables	Party Responsible	Year 1				Year 2				Year 3				Remarks
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
A.	1.														
	2.														
	3.														
B.	1.														
	2.														
	3.														
C.	1.														
	2.														
	3.														
D.	1.														
	2.														
	3.														