REQUEST FOR INFORMATION (RFI)

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Notice Type: Special Notice - Sources Sought
Subject: Securing Water for Food: A Grand Challenge for Development
Issuance Date: August 30, 2013
Closing Date: October 4, 2013
Closing Time: 14:00 (2:00 PM) EST

Background

On September 2, 2013 in Stockholm, the United States Agency for International Development (USAID) and the Swedish International Development Cooperation Agency Government (Sida), will launch *Securing Water for Food: A Grand Challenge for Development.*

The Grand Challenges for Development (GCD) program is an innovation and acceleration initiative that began in 2011. Through GCDs, USAID and its partners are sourcing and accelerating the best science and technology-focused innovators, entrepreneurs, and businesses that have the potential to solve specific development challenges. Innovators can come from anywhere in the world. Implementation must take place in a developing or emerging country.

Securing Water for Food is the fifth GCD launched over the past two years and focuses on the **water/food nexus**. Through this program, we are seeking innovations that will improve water efficiency along the food value chain (see diagram below), thus boosting food security and alleviating poverty.

The United States Government, represented by the Agency for International Development (USAID) Office of Science and Technology (OST), and the Swedish government, represented by the Swedish International Development Cooperation Agency (Sida), known henceforth as the Founding Partners, are seeking comments and/or questions from interested parties around the world to help us improve the attached program description in this Notice**.**

Submittal Information

Responses may be submitted within the body of the email or as an attachment.

Responses must include the following information:

- Organization name and address;
- Organization point of contact name, telephone number, and email address;
- Organization business size and status (e.g., small business, 8(a), HUBZone, etc.), the number of years in business, and affiliate information;
- The organization's GSA Schedule contract number, if applicable.

In addition to general comments and suggestions, we are requesting specific responses to the following questions:

1. Do you feel that the matching fund requirement (outside market-based financing or self-investment) is reasonable at the validation stage?

2. Should matching funds be an eligibility requirement for innovators at both the validation and scale/commercial growth stages? -Or- Should we only require matching funds as a milestone that must be met in order to receive additional Founding Partner financing?

3. Should we provide milestone-based funding? How do we provide milestone-based funding to ensure the best use of our resources and simultaneously allow for risk-taking and failure?

4. What is your perception of the eligibility and evaluation criteria? Are the evaluation criteria appropriate? Is this rigorous evaluation process too complicated and time consuming for your organization?

5. Are the size of the grants enough of an incentive for you to apply to this program?

6. What elements of the services offered under "non-financial support/acceleration" are most attractive to you? Least attractive? Is anything missing?

7. How easy would it be for you to find experienced implementation partners in a developing or emerging country?

8. How could we improve the program to maximize partnership opportunities between medium- to large-sized companies and entrepreneurs?

9. How can we improve the design of the program to ensure that supported innovations are sustainable?

Submit responses to this RFI to **securingwaterforfood@gmail.com** no later than the time/date stated above.

The Founding Partners have not finalized all aspects of the new initiative and need meaningful and substantive comment from the broader community of interest. Subject to availability of funds, current estimated funding for the entire *Securing Water for Food* program is approximately $25 million. Of this total amount, the Founding Partners anticipate making approximately $15 million available for this solicitation. This Notice can be viewed and downloaded from the Internet at www.grants.gov and www.fbo.gov. The Founding Partners bear no responsibility for data errors resulting from transmission or conversion processes. Further, be aware that amendments to this Notice may be issued and will be posted on the same Internet site from which you downloaded this notice. You are advised to regularly check the above Internet site for amendments and are encouraged to sign up for update notifications on the solicitation at www.grants.gov and www.fbo.gov.

Please do not submit proposals or resumes as they will be discarded. Submissions will not be acknowledged. USAID may use any information provided without incurring any obligation. No phone calls or hand carries please.

This announcement is a Request for Information (RFI), not a Request for Proposals (RFP) or a Request for Applications (RFA) and is not to be construed as a commitment by the U.S. Government to issue any solicitation or ultimately award a contract on the basis of this RFI, or to pay for any information submitted as a result of this request. It should be noted that responding to this RFI will not give any advantage to any organization in the subsequent procurement. The U.S. Government will not provide answers to any question submitted in response to this request. Responses will be held confidential. Proprietary information should not be sent.

Issuance of this Notice does not constitute a binding commitment on the part of the Government to issue a Solicitation, nor does it commit the Government to pay for costs incurred in the preparation and submission of any comments. Further, the Government reserves the right to reject any or all comments received.

Thank you for your assistance and interest in the Securing Water for Food Grand Challenge for Development.

We look forward to your organization's participation.

Sincerely,

/s/

Stephanie Fugate
Contracting/Agreements Officer

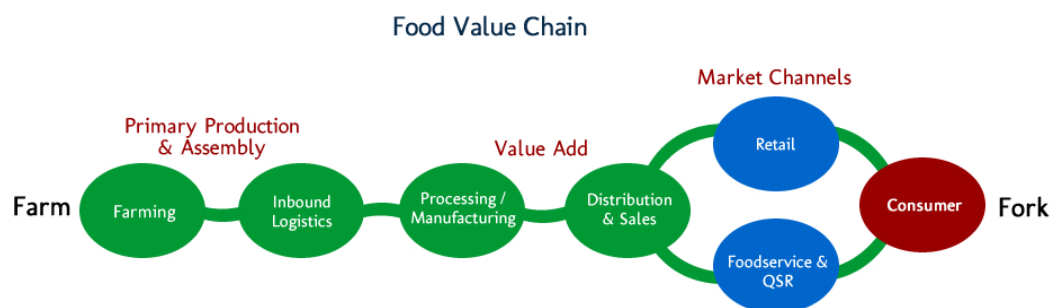Attachment: Draft Program Description

Program Description – Securing Water for Food: A Grand Challenge for Development

1. Introduction and Background

On September 2, 2013 in Stockholm, the United States Agency for International Development (USAID) and the Swedish International Development Cooperation Agency Government (Sida), will launch *Securing Water for Food: A Grand Challenge for Development.*

The Grand Challenges for Development (GCD) program is an innovation and acceleration initiative that began in 2011. Through GCDs, USAID and its partners are sourcing and accelerating the best science and technology-focused innovators, entrepreneurs, and businesses that have the potential to solve specific development challenges. Innovators can come from anywhere in the world. Implementation must take place in a developing or emerging country.

Securing Water for Food is the fifth GCD launched over the past two years and focuses on the **water/food nexus**. Through this program, we are seeking innovations that will improve water efficiency along the food value chain (see diagram below), thus boosting food security and alleviating poverty.

Food Value Chain

Approximately 2.8 billion people – approximately 40% of the world's population – live in river basins impacted by water scarcity. Of those impacted, 1.2 billion people live in areas of physical water scarcity, where demand is greater than the available supply. Another 1.6 billion people face economic water scarcity, where institutional, financial and human factors limit access to water despite an available natural supply. Both physical and economic water scarcity can lead to negative outcomes related to health, poverty, agricultural productivity, environmental degradation, and growth of the commercial and industrial sectors. Between 2000 and 2050, water demand is projected to increase by 55% globally, meaning that the number of people impacted by water scarcity will continue to rise. Furthermore, 70% of all global water use occurs in the food value chain.

A. Goal and Focus Areas
Our goal is to source and accelerate innovations in the following areas that will enable the production of more food with less water and energy. The following focus areas were chosen based on six months of extensive research and review:

- **Water Efficiency and Reuse** – especially targeted at the food value chain – will become a greater necessity as water availability is threatened by competition between industrial, agricultural, and energy uses. Improving water efficiency and reuse has tremendous

potential water-saving benefits that will have multiplier effects at various levels of a country's economy.

- **Water Capture and Storage** is in high demand in many regions where rain occurs at limited times. With projected variations due to climate change and increased pressure on agriculture production, the ability to store water during dry periods will become even more important.

- **Saltwater Intrusion**, especially in coastal aquifers or deltas and estuaries along with the increased need to irrigate land with water containing high levels of salt is a major threat to sustainable food production. This will be aggravated by the forecasted rise in groundwater, delta, and estuarine salinity, which must be addressed to protect the food value chain in coastal communities where more than 30% of the global population lives.

Innovations supported by the Founding Partners could include, but are NOT limited to: improved technologies for irrigation, real-time water quantity monitoring, post-harvest water demand reduction, salinity reduction, and other water re-use/efficiency/storage activities within the food value chain. We will also support business and financial innovations that enable the increased dissemination and adoption of science and technology solutions. For example, support could be provided to test new distribution models or payment schemes.

B. Cross-cutting _Critical Barriers_

While a broad range of complex factors contribute to water scarcity in the food value chain, _Securing Water for Food_ looks to overcome the specific barriers described below that inhibit the creation, dissemination, and adoption of science and technology innovations in the focus areas listed above. These include:

- The lack of cost-appropriate technologies for use in low-resource settings;

- Insufficient user-centered design in technology development;

- Poorly developed supply chains;

- Lack of distribution networks;

- High up-front investment costs;

- Lack of confidence that developing and emerging countries have the market mechanisms necessary for growth;

- Absence of proper financing tools;

- Limited access to information that would enable entrepreneurs to make informed investment; management, and marketing decisions; and

- Insufficient information and training to farmers and other end users regarding how to use available technologies/innovations.

2. Program Elements

Securing Water for Food will issue multiple calls for innovation. The strategy for the overall *Securing Water for Food* GCD includes six core elements:

- **Use a variety of instruments to reach innovators.** The Founding Partners will use a variety of instruments (e.g. grants, credit guarantees, advanced market commitments, prizes) to reach innovators. The instrument will be chosen based on the type of engagement and outcome we seek.

- **Build sustainability into the fabric of the program:** All winning innovations must be sustainable (financial, institutional, environmental, technological, and social).

- **Facilitate market-driven partnerships:** Science and technology enables the creation of new products and services. These must then be tested, validated, and disseminated through market-based models. Thus, *Securing Water for Food* will facilitate solution/approach-based partnerships between entrepreneurs, investors and funds, corporations, governments, NGOs, and others.

- **Leverage market-based financing:** Funding provided from the Founding Partners under *Securing Water for Food* will be milestone-based. Additionally, all winners will be required to have 40%-60% matching market-based financing.

- **Stimulate innovative financing to scale water technologies and businesses.** We anticipate using investment bridges, credit guarantees, advanced market commitments, and other innovative mechanisms to support businesses that have good prospects for profitably commercializing water generation, storage, salinity reduction, and more efficient end-use technologies in the agricultural sector in developing countries. Based on existing mechanisms and past experience, we expect to facilitate the use a combination of grants, equity, debt, and guarantees to support innovative financing efforts. For example, we may use grants to incentivize and/or buy down risk for lenders and investors that may not otherwise invest in businesses in the water/food security nexus in developing and emerging countries.

- **Scale doesn't happen through financial support alone:** In no instance have we found financial support to innovators to be enough. We have therefore purposefully built a robust, hands-on acceleration "track" into the design of *Securing Water for Food*. This will include a mix of hands-on acceleration work planning, one-on-one mentoring/coaching, facilitation of debt and equity financing, and facilitated participation in Investors' Circles, marketplace presentations, trade shows and technology fairs. Additionally, we anticipate providing financial support to business acceleration entities or brokers providing technical assistance to water technology businesses and enterprises.

3. First Call for Innovation

This is our first "call" under the *Securing Water for Food* program.

As stated in the cover letter, the Founding Partners anticipate making up to **$15 million** available to support innovations under this call. We have purposefully designed this call with the

understanding that the needs (financial and non-financial) of entrepreneurs and/or organizations vary greatly.

Through this call, we are seeking scientific, technological and business innovations that will help overcome the barriers described above. We anticipate that 80% of funding from this call will be used to support innovations related to water efficiency and reuse and water capture/storage, and 20% used to support innovations related to saltwater intrusion.

In this first call, we are interested in supporting innovations in the following stages of development:

- **Stage 1, Validation:** These innovations have been verified through a standalone pilot or a series of pilots and now need to be tested and adapted for adoption in a new developing or emerging market. In addition, these innovations may require input from the industry or potential clients to confirm acceptance and technical, social and environmental viability. Social and environmental impact assessments should be provided.
- **Stage 2, Scaling/Commercial Growth:** These innovations need support for commercial growth; this may include efforts to adapt the innovations for larger scale production, market adoption, and distribution.

We anticipate using approximately 30% of funding from this call for Stage 1 innovations and 70% for Stage 2 innovations.

A. Innovator Selection Process
As a first step, we are issuing this call for innovations to invite applicants to submit a **Concept Note** that requests responses to specific questions about the innovation and innovator (see "evaluation criteria," below). Thereafter, approximately 150 applicants will be invited to submit a **Full Proposal** and answer a more rigorous set of questions, which will include additional detail on resource requirements (financial and non-financial), key metrics, partnerships, and matching funds. We expect our final innovator pool to initially include approximately **30-40 innovators**, for whom we will provide a mix of financial and non-financial support. Thereafter, through a rigorous and continuous screening process, we will continue to focus the pipeline on innovations with the highest potential for scale, and determine additional future levels of financial and/or non-financial support.

Step 1: Source

Issue Call for Innovations (this document) and receive Concept Notes from applicants.

Step 2: Select

Upon submission of the Concept Note, all *Securing Water for Food* applications will undergo an initial assessment and screening. We have developed a uniform set of metrics to evaluate applications in each of the two stages (validation and scaling/commercial growth).

From the Concept Note submission reviews, we will ask approximately 150 of the most promising applicants to submit **Full Proposals**. *Securing Water for Food* will then convene an

Innovation Investment Advisory Committee – a panel[1] of 15-18 technical experts, business specialists, and researchers with extensive experience in water innovation – who will meet initially to review the 150 applications and select 30-40 finalists for initial funding based on metrics that serve as predictive proxies for an innovator's likelihood to achieve eventual sustainability and scale. The broad activities under this step include:

- Receive Concept Notes from applicants
- Conduct review of Concept Notes
- Narrow applicant pool to approximately 150 innovators who are invited to submit Full Proposals
- Convene Innovation Investment Advisory Committee
- Hold face-to-face interviews with finalists
- Make initial awards to 30-40 innovators

B. *Innovator Funding*

We have purposefully designed *Securing Water for Food* to allow us to provide an initial tranche of financial support to a range of innovators. After receiving the initial tranche of funding, innovators will be screened every 6 months. Only the most promising innovators will continue to receive support. Financial support, beyond the initial tranche of funding, will only be provided to innovators that 1) meet agreed-upon technical and financial milestones semi-annually and 2) pass semi-annual screens from the Innovation Investment Advisory Committee who will analyze their progress and review/validate market conditions (this will be a transparent process, and the metrics used in analysis will be shared with awardees). The Innovation Investment Advisory Committee will make recommendations to the Founding Partners, who will jointly make decisions about which innovations to continue to fund and advance.

Initial financial support will depend, in part, on the stage of innovation as shown in the below, subject to the availability of funds. Maximum levels of future funding are described in the table below.

Stage of Innovation	Maximum *Initial* Financial Support	Maximum *Future* Financial Support (total)*
Stage 1 – Validation	$100,000	$500,000
Stage 2 – Commercialization/Scaling/Growth	$500,000	$3 million

C. *Transition to Sustainable, Market-Based Financing*

We believe that innovations can only have a lasting impact if they are financially viable. Thus, ensuring each innovator's transition to sustainable, market-based financing is part of our

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[1] We anticipate that the Innovation Investment Advisory Committee will include members from USAID, Sida, and the private sector. Private sector participation may include individuals from large companies (food production; food and beverage; water engineering), financial services, technology incubators and/or accelerators, and service providers.

operating strategy, and we will enter into all funding agreements with an expectation of having an exit. Articulating how to transition to sustainable, market-based financing will be critical for awardees.

D. Acceleration Support

Acceleration support is intended to complement the financial support provided to the winning innovators. This support will include advisory services, technical services, and partnership facilitation. Supply side interventions may include: improving the innovation, capacity building of the management team, improving distribution models, gaining operational efficiency, and expanding access to capital to finance the growth strategy). Demand-side interventions may include: improving market linkages, securing contracts, building partnerships, enabling penetration of new markets, and attracting a growing customer base.

Winners will work with USAID, Sida, members of the Innovation Investment Advisory Committee, and a specially designated Acceleration Facilitator to create a work-plan that articulates milestones and identifies relevant services from the acceleration support program. We anticipate offering three sub-programs, described below. Services under each of the sub-programs will, ideally, be provided by existing and proven accelerators, incubators, industry experts, and recognized business development service providers.

The three sub-programs are envisioned to include:

1) Biz-Tech Development Services: The Acceleration Facilitator will provide access to prequalified firms and consultants for specific needs and deliverables identified in the acceleration work-planning phase. These services will be flexible and may include access to technology and engineering, pricing, human resource management, marketing, IT, legal, procurement, supply chain, manufacturing, and distribution experts and business model innovation advisory services.

2) Market Partnerships: The Acceleration Facilitator will support the innovators to develop market linkages, secure contracts, build partnerships, penetrate markets and build and serve a growing customer base. Services will include:

- *Sales and business development.* The Acceleration Facilitator will provide access to advisors and build capacity around sales and new business development.
- *Partnership development.* We will work with awardees, members of the Innovation Investment Advisory Committee, and prequalified firms and consultants to support the creation of partnerships with manufacturers, distributers and other B2B partners, donors, civil society organizations, local governments, etc. to facilitate growth.
- *International marketing.* The Acceleration Facilitator will facilitate winning innovators' participation at international conferences (trade shows, technology fairs) where they can pitch business opportunities to attendees and customers.

3) Investment Facilitation: This will include:

- *Investment workshops.* The Acceleration Facilitator will help prepare innovators to successfully attract capital partners. Innovators will be required to participate in investment workshops with successful entrepreneurs, investors, other capital providers,

and lawyers to help them analyze their growth strategy and determine capital requirements, and explore options and trade-offs. In addition, the workshops will prepare innovators to develop their pitches and prepare for questions from potential investors.

- *Investors' Circles.* We will help design and convene Investors' Circles to bring together investors and select innovators for structured pitch presentations. Grant, debt and equity capital providers will be invited, depending on the needs of the innovators. Additionally, since investors in technology often include strategic partners, we will include relevant corporations to catalyze exit options through mergers, acquisitions and equity stake purchases.
- *Deal management.* The Acceleration Facilitator will integrate feedback from the investors' circles into the acceleration work plan and support the innovators to address identified challenges and prepare for future rounds of investment pitches. The Acceleration Facilitator will also track potential interest from the investors and support the innovators to respond and follow-up during the due diligence and negotiation process.

4. Eligibility Requirements

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

- **Type** – *Securing Water for Food* is open to all individuals or organizations regardless of type (i.e. for profit, not-for-profit, academic, etc.)
- **Size** – *Securing Water for Food* is open to all organizations / companies regardless of size.
- **Location** – Please see footnote[2] for geographic restrictions.
- **Matching funds** – Awardees must secure matching funds equivalent to 40% – 60% of total potential funding (40% for Stage 1/Validation; 60% Stage 2/Scaling/ Commercial Growth). 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.
- **Local presence** – All applicants must use the funds to implement the innovation in a developing or emerging country (OECD DAC 1 – 3 country listing – see page 15). In addition, applicants must either already have presence in that country, or have agreed to cooperate with a local partner.
- **Impact** – Applicants must directly or indirectly benefit the poor (income, products, environment, opportunities, gender equality). In addition, applications must avoid negative environmental effects and negative local market distortions.

5. What Will Not Be Funded

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

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[2] USAID is restricted from providing foreign assistance to the following countries: North Korea, Cuba, Syria, and Iran.

- Applications that do not demonstrate a commitment to the stated development purpose, i.e., enhanced value of the agricultural chain, the promotion of food security, sustainable water resource development, and increased broad-based economic growth in the target countries.
- Applications focused on research and development for a product without a clearly defined market or the likelihood of commercialization within a three-year timeframe. This includes technologies that have not yet been piloted.
- Applications focused on sustainable water supply access without an explicit benefit to the food sector or agricultural projects without a sustainable water component.
- One-off water technology installations or pilot projects to support proven technologies for proven applications, unless they include an innovative component(s) to achieve scale, such as a new business model.
- Established, commercially viable technologies that are currently used throughout the eligible countries.

6. Evaluation Criteria

A. Concept Note Stage
All eligible applicants are invited to submit a Concept Note, which will include responses to the questions below. 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 the stage of innovation (Stage 1 validation or Stage 2 scaling/commercial growth). Applicants will also be required to demonstrate that they meet the minimum eligibility criteria described in Section 4 above.

Innovation (Technical) Viability –
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 Developing or Emerging Country
a. Has this innovation been piloted (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 Securing Water for Food funding and support?

c. How does this innovation engage or benefit the poor as innovators, employees, suppliers, distributors, and/or consumers?

Business/Financial Viability

    a. In what country/region/market are you proposing to expand with *Securing Water for Food* funding, and what is the potential market size for your innovation?

    b. Please describe the financial model and include sources and uses of funding and a cash flow analysis, if possible. What are your key operating costs? 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 in your first major markets?

    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/Growth)? (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.)

B. Full Proposal Stage

Following submission of the Concept Note, a select number of applicants will be invited to submit a Full Proposal. The Full Proposal 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.

Questions are divided into three categories:

- **Innovation (Technical) Viability:** 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 Developing or Emerging Country:** Technological innovation is designed for efficient and reliable performance in the field; business/ process innovation will increase efficiency, improve systems, distribution, etc.; widespread application of the innovation will benefit the poor.
- **Business/Financial Viability:** Sound financial model, effective management, and potential for wide-scale application of product or process in the market.

Innovation Viability

Please describe the critical barrier related to water for food security that your innovation is addressing. What part(s) of the food value chain does your innovation address? What problem is being solved?

    a. Describe why this is a disruptive innovation. Describe the key benefits of your innovation. What is transformative and "game changing" about your innovation? How does it address an unmet need? (Limit 300 words).

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

c. 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 third-party validation? (Limit 300 words)?

Application and Sustainability in Developing or Emerging Country

Describe the effect that your innovation would have at wide scale. How many people will your innovation affect within 3-5 years of receiving *Securing Water for Food* 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 innovation engage the poor as innovators, employees, suppliers, distributors and consumers? Has was this innovation designed with input from end-users? How might the innovation potentially alter local markets (Limit 400 words)?

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

b. Describe your experience (if any) piloting your innovation. Where has this been piloted? If so please describe the results of that pilot (Limit 300 words).

c. *If already working in a developing country:* 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? (Limit 200 words).

   --**OR**—

   If working in partnership with a local organization: Please describe your 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.).

d. Please describe both potential positive and negative social and environmental impacts that could be caused by your innovation, including downstream effects. Does the innovation benefit or impact the poor? Please be sure to include any impacts on gender (Limit 300 words).

e. Does your innovation help mitigate the effects of climate change and/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?

Business/Financial Viability

a. 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 your operations? (Limit 200 words)

b. Describe your go-to-market strategy. 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 plan and how do you think they can be overcome? (Limit 400 words)

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

d. 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. 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 (Limit 500 words)

d. Describe your financial model. If possible, please include sources and uses of capital, cash flow analysis, NPV calculation. (Limit 200 words and a spreadsheet, if available).

   If you have a technology that requires validation: 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, lifetime 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?
   (Limit 500 words)

e. Matching Funds. Please describe sources and amount of market-based matching funds. Additional evaluation points will be awarded for applicants who provide > 40% – 60% of matching funds.

f. Describe key lessons learned. 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?

C. Face-to-Face Interview Stage
This interview will be conducted for finalists that pass the first two screens. It will take place either in person or via videoconference, will serve as a "pitch session" with at least two members of the Innovation Investment Advisory Committee. Interviews will be approximately one hour and will include an overview of the most salient aspects about the innovation from the company / organization, followed by Q&A.

DAC List of ODA Recipients
Effective for reporting on 2012 and 2013 flows

Least Developed Countries	Other Low Income Countries (per capita GNI <= $1 005 in 2010)	Lower Middle Income Countries and Territories (per capita GNI $1 006-$3 975 in 2010)	Upper Middle Income Countries and Territories (per capita GNI $3 976-$12 275 in 2010)
Afghanistan	Kenya	Armenia	Albania
Angola	Korea, Dem. Rep.	Belize	Algeria
Bangladesh	Kyrgyz Rep.	Bolivia	*Anguilla
Benin	Tajikistan	Cameroon	Antigua and Barbuda
Bhutan	Zimbabwe	Cape Verde	Argentina
Burkina Faso		Congo, Rep.	Azerbaijan
Burundi		Côte d'Ivoire	Belarus
Cambodia		Egypt	Bosnia and Herzegovina
Central African Rep.		El Salvador	Botswana
Chad		Fiji	Brazil
Comoros		Georgia	Chile
Congo, Dem. Rep.		Ghana	China
Djibouti		Guatemala	Colombia
Equatorial Guinea		Guyana	Cook Islands
Eritrea		Honduras	Costa Rica
Ethiopia		India	Cuba
Gambia		Indonesia	Dominica
Guinea		Iraq	Dominican Republic
Guinea-Bissau		Kosovo[1]	Ecuador
Haiti		Marshall Islands	Former Yugoslav Republic of Macedonia
Kiribati		Micronesia, Federated States	Gabon
Laos		Moldova	Grenada
Lesotho		Mongolia	Iran
Liberia		Morocco	Jamaica
Madagascar		Nicaragua	Jordan
Malawi		Nigeria	Kazakhstan
Mali		Pakistan	Lebanon
Mauritania		Papua New Guinea	Libya
Mozambique		Paraguay	Malaysia
Myanmar		Philippines	Maldives
Nepal		Sri Lanka	Mauritius
Niger		Swaziland	Mexico
Rwanda		Syria	Montenegro
Samoa		*Tokelau	*Montserrat
São Tomé and Principe		Tonga	Namibia
Senegal		Turkmenistan	Nauru
Sierra Leone		Ukraine	Niue
Solomon Islands		Uzbekistan	Palau
Somalia		Vietnam	Panama
South Sudan		West Bank and Gaza Strip	Peru
Sudan			Serbia
Tanzania			Seychelles
Timor-Leste			South Africa
Togo			*St. Helena
Tuvalu			St. Kitts-Nevis
Uganda			St. Lucia
Vanuatu			St. Vincent and Grenadines
Yemen			Suriname
Zambia			Thailand
			Tunisia
			Turkey
			Uruguay
			Venezuela
			*Wallis and Futuna

*Territory.

(1) This is without prejudice to the status of Kosovo under international law.