



Partnering for Innovation

Solicitation for New Agricultural Partnerships (SNAP)

PI-SNAP-XX-XX

Technical Evaluation Committee Instructions

On **DATE** 2018, Feed the Future Partnering for Innovation, with USAID/**COUNTRY**, released a solicitation for new agricultural partnerships (SNAP) in **COUNTRY**. The purpose of the SNAP is to identify public private partnerships that address agricultural development challenges through directly engaging private sector companies. Partnership applications were due on **DATE**.

The purpose of the technical evaluation committee (TEC) is to review and rate applications to select public private partnerships that will have a significant impact on smallholder farmers. These instructions are intended to provide guidance on the review of applications and provide the schedule for the evaluation and subsequent partner negotiations. The TEC is comprised of the following members:

- **NAME, ORG – POSITION** (ex. TEC chair and voting member)

As a voting member, you are required to review and score each application in accordance with the evaluation criteria detailed below.

Reviewing Applications

Applications are to be reviewed independently by each TEC member between **DATE (day applications are received by TEC)** and **DATE (day before start of TEC)**. All rating sheets must be submitted to **NAME OF PI REP (none voting TEC member, usually whoever is in charge of the memo)** ([email](#)) by **DATE**. Please keep the following instructions in mind while reviewing each application:

- Do not discuss the application with anyone, including other TEC members. The TEC will convene on **DATE** and everyone will have the opportunity to discuss the applications at that time.
- Review each application based on its own merit and not in competition with other proposals.
- Complete the evaluation scoresheet for each application. You have been provided an Excel worksheet specifically for your ratings. You are expected to insert a rating for each category outlined in the application. After you review the application, please insert the adjectival rating (O, VG, S, M, U) per category. The spreadsheet will change colors automatically. Please do not change any of the conditional formatting.
- Please do not add any rows or columns to the workbook.

Rating Applications

Adjectival rating criteria will be used to evaluate the categories in the application. Each of the questions are listed in descending order of importance:



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- 1. Business Case:** Applicants will be evaluated on how the proposed partnership will meet business goals and objectives while engaging and supporting smallholder farmers. Applicants should introduce the proposed product or service and present a clear business case for it. Applicants should respond to the following:
 - Explain how the product or service benefits the overall business model and expand on why grant capital is needed to scale the product or service.
 - Describe the target customer for the product or service.
 - Indicate why smallholder farmers are critical to the success of the product or service, and what role they play in the overall business model.
 - Describe the current market potential for the product or service proposed.
 - Explain any constraints that exist in expanding into the proposed market or product (e.g. regulatory or policy constraints).
 - Describe key competitors for the proposed market or product.
 - Explain the business's competitive advantage in the market.
 - Applicants should explain how the proposed activity compliments and supports the U.S Government Global Food Security Strategy:
<https://www.usaid.gov/sites/default/files/documents/1867/USG-Global-Food-Security-Strategy-2016.pdf>.

- 2. Commercial Viability:** Applicants will be evaluated on the potential for growth of the business by serving smallholder markets. The market opportunity should be explained including any market constraints faced by the business. A statement of the applicant's long-term commitment to engaging smallholder farmers in business operations should be provided. Applicants will be evaluated on how the product or services will continue to scale post-funding. Applicants should respond to the following:
 - Describe how smallholder farmers will access and afford the product. Include an explanation of any innovative distribution or financing options.
 - State the cost of production for the final product. What price will smallholder farmers pay for the product or service?
 - What is the break-even point for the product or service in the smallholder market? How will production be funded until that point?
 - What are the sales to date for the product or service? What are the projected sales to be reached with grant capital?
 - What percentage of overall sales are made to smallholder markets? What percentage of overall business sales does the product or service make up?
 - Will the business continue at the same or a higher rate of sales when funding ends? If not, what is needed to grow sales and how do you plan to implement activities that address those needs?
 - Please provide a five-year projection of costs, sales, and revenue.

- 3. Smallholder Impact:** Applicants will be evaluated on the perceived level of impact on smallholder farmers, especially women and youth. Applicants must indicate the number of smallholder farmers they intend to reach and how the partnership will expand market

opportunities and increase incomes for smallholder farmers. Applicants should respond to the following:

- Clearly describe the smallholder farmer challenge that the proposed product or service will address and explain how it will provide solutions.
 - How is the product or service strengthening market opportunities for smallholder farmers?
 - How will the product or service increase farmer incomes? Include baseline farmer income and the anticipated increase.
 - How many farmers will be impacted through this grant capital? How many women and how many youth (age 18-35) will be impacted?
 - What additional support do smallholder farmers need to access and use the product or service?
 - Will there be other value chain players (e.g., agrodealers, extension agents, other entrepreneurs, etc.) impacted by the product or service? If so, explain how.
- 4. Organizational Capacity:** Applicants will be evaluated on business and management qualifications in regards to scaling products or services in smallholder markets. Applicants should articulate the organization's experience operating in smallholder markets, identify any potential capacity gaps in systems or management, and provide solutions for filling those gaps. Applicants should respond to the following:
- List the key staff responsible for startup and management of the proposed activity.
 - Are there changes to the core business that need to be made to support the product or service in the smallholder market? If so, please describe.
 - Are there any organizational capacity gaps to introducing or scaling the product or service? If so, how will the organization fill those gaps?
 - Are other collaborative partners critical to helping the partnership reach its goals? Please list them and describe the roles and responsibilities of each partner, including any of the identified capacity gaps the partner is filling.

Each question should be evaluated with the following rating system:

- **Outstanding (O).** The application greatly exceeds minimum requirements. It has several significant strengths and contains no significant weaknesses or deficiencies. Any weaknesses can be easily resolved and pose little or no risk. The proposal suggests an extremely high rate of success.
- **Very Good (VG).** The application exceeds minimum requirements. It includes some strengths and/or significant strengths, as well as some weaknesses. It has no significant weaknesses or deficiencies. Overall risk is considered to be very low.
- **Satisfactory (S).** The application meets minimum requirements. It may contain some strengths or significant strengths, but also contains some weaknesses or significant weaknesses. It contains no deficiencies. There is moderate to low risk that the proposal will be unsuccessful.
- **Marginal (M).** The application meets minimum requirements. It contains few strengths, but has several weaknesses or significant weaknesses. It may contain deficiencies, but with revisions may be upgraded to resolve deficiencies and reduce overall risk. As is, there is a moderate performance risk.

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- **Unsatisfactory (U).** The application does not meet minimum requirements. It contains deficiencies and/or significant weaknesses that have low chance of improvement through revision. It may contain strengths but they are outweighed by the combination of significant weaknesses/deficiencies. Performance risk is unacceptably high.

After reading each question, insert the appropriate rating (O, VG, S, M, U) into the spreadsheet.

TEC Meeting

The TEC meeting will begin on **Monday, August 6 at 9:00 AM** and will end no later than **Tuesday, August 7 at 5:00 PM**.

During the meeting, the TEC will discuss each eligible application. The applications will be discussed in alphabetical order. The purpose of the TEC is for the expert panel to collectively review each application and discuss the strengths and weaknesses of the application relative to the rating criteria. The discussion will be moderated and TEC members will be called on to explain their rating. After each application discussion, the TEC will come to a consensus rating for each question in each application.

TEC Schedule

Date	Action	Comment
7/19/18	Applications released for review	Applications and scoresheet sent via email.
8/5/18	Scoresheets due via email to Andrew (abracken@fintrac.com)	Your rating sheet will be used to shape the agenda.
8/6/18 9:00 AM	TEC convenes	Meeting will take place at Hotel Avenida in Maputo, Mozambique . The meeting will start at 9:00 AM on August 6 and will conclude when all applications have been reviewed.
8/7/18 – 8/17/18	Due Diligence	Due Diligence will begin immediately after the TEC. Partnering for Innovation will conduct site visits with all shortlisted candidates.