Technical Report 18

Procedure Manual for Blue Gold Innovation Fund

May 2018
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Procedure Manual for Blue Gold Innovation Fund
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Blue Gold Program

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Figure 1: Blue Gold Innovation Funnel
## List of Abbreviations

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<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>BWDB</td>
<td>Bangladesh Water Development Board</td>
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<td>BGIF</td>
<td>Blue Gold Innovation Fund</td>
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<tr>
<td>DAE</td>
<td>Department of Agriculture Extension</td>
</tr>
<tr>
<td>DLS</td>
<td>Department of Livestock Services</td>
</tr>
<tr>
<td>DoF</td>
<td>Department of Fisheries</td>
</tr>
<tr>
<td>DRR-</td>
<td>Disaster Risk Reduction</td>
</tr>
<tr>
<td>EKN</td>
<td>Embassy of the Kingdom of the Netherlands</td>
</tr>
<tr>
<td>LGI</td>
<td>Local Government Institutions</td>
</tr>
<tr>
<td>PCD</td>
<td>Project Coordinating Director</td>
</tr>
<tr>
<td>WMKIP</td>
<td>Water Management Knowledge and Innovation Program</td>
</tr>
<tr>
<td>WMO</td>
<td>Water Management Organization</td>
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Executive Summary

The Blue Gold Innovation Fund (BGIF) is a tool created to accelerate the development process in the geographical area of the Blue Gold Program, by financing innovative approaches and new initiatives to socio-economic development. Innovations submitted to the Blue Gold Innovation Fund are expected to contribute to the outcome/results of the Blue Gold Program; the impact is expected to be mostly locally or regionally centred. The BGIF is financed by the Dutch government.

An original allocation of €4.4 million (ref Program Document, August 2012) was made for “services providers under the Water Innovation Fund of approximately €2.4 million and the Productive Sectors Innovation Fund of approximately €2 million.” In the Technical Assistance (TA) contract (February 2013), this was adjusted to €2.4 million for the Water Management Fund and €1.9 million for the Production Support Fund.

As a result of recommendations made by the 2016 Blue Gold Annual Review Mission, internal transfers were made between budget heads of the TA contract. This resulted in a reduction in the amount available to the Blue Gold Innovation Fund (BGIF) to a total of €2.45 million, divided into two separate funds: the Water Management Fund with a budget of €1.4 million (focusing on water resources management), and the Productive Sectors Fund with a budget of €1.05 million (focusing on agricultural production and food security).

In addition, a separate Water Management Knowledge and Innovation Program (WMKIP) with an action research fund of €1.4 million (approximately) has been created under the jurisdiction of the Embassy of the Kingdom of the Netherlands (EKN) which will be jointly managed by Deltares of the Netherlands and the Institute of Water Modelling (IWM) of Bangladesh.

This Procedure Manual is solely dedicated to the Blue Gold Innovation Fund (BGIF). The BGIF is setup to utilize the establishment of linkages between Blue Gold and organisations based in Bangladesh and/or the Netherlands. Contributions to innovation within Blue Gold may emerge from a wide variety of knowledge centres, business enterprises, NGOs and Government Agencies, either as single service provider or in partnership, as long as the proposed activities fit within the framework of either the Water Management Fund or the Productive Sector Fund. The Blue Gold Program will scan relevant institutions and enterprises for emerging opportunities in specific technical fields.

Applications to the BGIF follow two routes:
(1) Solicited proposals, which have a budget ceiling of €133,000 and are initiated by Blue Gold through an international call for proposals, and have a separate TOR and guideline document that will be published together with the call for proposals;
(2) Unsolicited proposals, which have a budget ceiling of €50,000 and focus on smaller interventions such as feasibility studies or pilots.

This Procedure Manual only focuses on the second category, i.e., unsolicited proposals, with a timeframe of maximum 18 months (which will be split up in phases and with separate contracts – see Ch. 5 Application). Successful applications under the Unsolicited Proposal category match the preliminary selection criteria described in Chapter 4 of this manual and require an innovation proposal document that matches the application criteria described in Chapter 5 of this manual.
The Blue Gold program runs from March 2013 to June 2020. To ensure smooth process of project selection, contract negotiations, implementation and evaluation, the application deadline of the BGIF will close on 15th July 2018 for concept notes.

The impact of the Blue Gold program is expected to be mostly locally centred, or in some cases regional. The Innovation Fund is setup to support this by developing the Blue Gold program area, and will be utilized to establish linkages between Blue Gold and Bangladesh and Netherlands-based businesses / organisations. For unsolicited proposals, the aim is to focus on the benefits of innovation for the development of southern Bangladesh.

Organisations (or consortia of organisations) can apply for funding by submitting an innovation concept note to the Blue Gold Innovation Fund. In order for innovation proposal to apply for the Innovation Fund and qualify for entering one of the innovation stages (through the corresponding gate) of the Innovation Funnel, the innovation proposal first needs to pass the general selection procedure (see Chapter 5.1). In addition to passing the preliminary selection criteria, further criteria apply that focus on the proposal itself. These criteria are discussed in Chapter 5.2.

The funding for unsolicited proposals is determined on the basis of the Innovation Funnel, but runs up to a maximum of €50,000 depending on the gate of the Innovation Funnel that the innovation proposal is applying too.

The format of the proposal should follow the format as described in Chapter 6: Application Format for Proposals, and the connected Concept Note application template (Annex 3) and Proposal Application template (Annex 4).
1. Application process for the Blue Gold Innovation Fund

This section systematizes and presents the steps to be followed, the forms to be used and the persons responsible in the application of Unsolicited Proposals to the Blue Gold Innovation Fund. It aims at providing clarity and at minimizing conflicting interpretations in the submission and evaluation of innovations. It is expected that in following these steps the applicant can easily move through the application process for the Blue Gold Innovation Fund.

Table 1: Steps of the application process for the Innovation Fund

<table>
<thead>
<tr>
<th>No.</th>
<th>Steps</th>
<th>Requirements/Description</th>
<th>Process</th>
</tr>
</thead>
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<tr>
<td>1</td>
<td>Review the Blue Gold Innovation Fund themes.</td>
<td>Does your innovation concern one of the themes of the Blue Gold program, as described in Chapter 3? In case of doubt, please liaise with BGIF manager: <a href="mailto:bluegold_innovationfund@bluegoldbd.org">bluegold_innovationfund@bluegoldbd.org</a></td>
<td>Contributions to innovation within Blue Gold may emerge from a wide variety of knowledge centres, enterprises, NGOs and Government Agencies as long as the proposed activities fit within the framework of the Blue Gold program.</td>
</tr>
<tr>
<td>2</td>
<td>Review the preliminary selection criteria</td>
<td>Does your innovation meet the preliminary selection criteria described in Chapter 3?</td>
<td>The success of your innovation is based on the number of preliminary selection criteria that are met by the innovation, and how the preliminary criteria are met.</td>
</tr>
<tr>
<td>3</td>
<td>Develop a Concept Note</td>
<td>The innovation concept notes you submit to the Innovation Fund should be structured according to the format criteria specified in Annex 3.</td>
<td>Innovation concept notes that fail to meet the application format criteria will be rejected.</td>
</tr>
<tr>
<td>4</td>
<td>Submit the concept note to the Blue Gold Innovation Fund</td>
<td>Submit your innovation concept note via email to <a href="mailto:bluegold_innovationfund@bluegoldbd.org">bluegold_innovationfund@bluegoldbd.org</a></td>
<td>Latest submission is 15th July 2018. The earlier your submission, the better. After receipt we directly start evaluation. Funds might already be depleted by 15th July.</td>
</tr>
<tr>
<td>5</td>
<td>Review by BGP-TA team and receive</td>
<td>Incoming innovation proposals are reviewed by the Blue Gold</td>
<td>At this stage BGIF only accepts mature project.</td>
</tr>
</tbody>
</table>
feedback from BGIF manager evaluators in line with the evaluation criteria. With a focus on the first 6 criteria (as described in Chapter 5.1). The result of your submission might be a direct rejection or an invitation for a full proposal. The rejection or invitation might include a request for further clarification and suggestions for improvements. If invited for a full proposal, you have to follow the structure of the Innovation Funnel (explained in Table 3). The Innovation Funnel your innovation should fit one of the four proposal types: (1) Concept note, (2) Feasibility Study, (3) Prototype or (4) Commercialization. In which stage your innovation is, will decided by the BGIF manager.

<table>
<thead>
<tr>
<th>6</th>
<th>Develop a full proposal</th>
<th>The innovation proposal you submit to the Innovation Fund should be structured according to the format criteria specified in Annex 4. You will receive a maximum of 6 weeks for development.</th>
<th>Innovation proposals that fail to meet the application format criteria will be rejected. Blue Gold Program will not ask for full proposals after 30 August 2018.</th>
</tr>
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<td>7</td>
<td>Review &amp; approval of the incoming innovation proposal.</td>
<td>Incoming innovation proposals are reviewed by the Blue Gold evaluators, including relevant GoB partners (BWDB and/or DAE) extensively. All evaluation criteria will be considered (as described in Chapter 5.2).</td>
<td>Based on the review of the innovation proposal the Blue Gold evaluators will provide a preliminary go/no-go decision. Depending on the contract amount, the final concluding decision on the implementation of the proposal will be made by EKN</td>
</tr>
<tr>
<td>8</td>
<td>Due diligence</td>
<td>Once an innovation proposal has been approved Blue Gold will contact the applicant. The applicant will be requested to fill out a Due Diligence questionnaire and submit relevant documents (e.g. proof registration, audit financial statements, insurance certificates). The questionnaire is attached as Annex 6.</td>
<td>Applicants that fail to meet fill out the due diligence questionnaire will be rejected.</td>
</tr>
<tr>
<td>9</td>
<td>Contract preparation</td>
<td>A contract consists of an agreement, a technical proposal and a financial proposal. The final contract is prepared as per Blue Gold format, see an example in Annex 2. A copy will be sent to the</td>
<td>The contract must contain details regarding the scope of works, the implementation period, the Monitoring &amp; Evaluation setup, the contract amount (including VAT and Tax), the names of the</td>
</tr>
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### Payment procedure

Payments will be spread out over a minimum of three instalments over the duration of the innovation project. Payment amounts depend on the financial requirements of the innovation. All payments will be paid by cheque upon submission of clear invoice and required deliverables. Depending on the contract amount and type of project, the contractor might be asked to submit receipts/vouchers, attendance sheet, time sheet, and other proof documents too.

### Implementation

The implementation of the innovation proposal is managed by the applicant, and supervised by a Blue Gold TA-team lead advisor and the BGIF management. The Blue Gold TA-team will oversee the implementation progress and will request the applicant to report regularly on progress and disbursement.

### Evaluation

Grant recipients are expected to actively monitor all major activities based on their M&E protocol and report back to the Blue Gold coordinator TA-team on a regular basis. Blue Gold expects that the grant recipient incorporates an M&E protocol that provides Blue Gold with evidence on the (projected) outcome of the initiative and the innovative process employed to achieve this outcome. The monitoring and evaluation should centre on the possibility to scale-up the initiative and its results.
2. Background

The Blue Gold Program started in March 2013 and will continue to end-June 2020 (with a further six months to end-December 2020 for administrative closure). Its operations concentrate on twenty-two polders in four districts in the southwest of Bangladesh: Patuakhali, Khulna, Barguna and Satkhira (see map in Figure 2.1). The Program covers 119,000 ha where more than 200,000 households will directly benefit from the Program.

The Blue Gold Program addresses poverty and vulnerability in the south west by developing local capacity to manage water resources, agricultural production and market access. Lasting cooperation between rural communities, their organisations, local governments and technical agencies such as DAE and BWDB forms the core of this capacity.

Blue Gold aims to reduce poverty and improve food security through equitable water management and strengthened value chains - resulting in improved livelihoods for communities.

**Equitable water management** involves representatives of all community stakeholders (eg farmers, fishermen, landowners, landless, etc.) working through water management organisations (WMOs) in partnership with government, NGOs and the private sector to manage water to meet agricultural requirements. Interventions include the rehabilitation of flood embankments to reduce the risk of loss of lives and crops; maintenance of main *khals* to remove water from the fields, or to store water for supplementary irrigation; operation of sluices to drain excess water or to introduce fresh water in times of shortage. Based on the work of IRRI in Polder 30, community-led agricultural water management (CAWM) demonstration schemes are set up to enable collective action to ensure timely drainage, synchronisation of cropping patterns and improved agricultural production strategies. CAWM helps establish resilient, productive and diverse cropping systems; and the capacity to manage that into the future.

**Strengthened value chains** enable the farm households to enhance their productivity, be it for home consumption or sales; to make use of additional availability of land and opportunities for different cropping systems; and to pursue better services from government and private agencies; and better deals from input suppliers and bulk buyers (see Alauddin Khan’s case study below). These linkages are created through Market-Oriented Field Schools (MFS), which introduce new technology and practices, innovations, collective action, and a focus on horizontal learning. This results in an increase in, and diversification of, agricultural production with better profit margins.

For more information and project videos, see the website: [http://www.bluegoldbd.org](http://www.bluegoldbd.org)
3. Themes of the Water Management Fund and Productive Sectors Fund

To accelerate the development process in the Program area of Blue Gold, the Blue Gold Innovation Fund has been created. An original allocation of €4.4 million (ref Program Document, August 2012) was made for “services providers under the Water Innovation Fund of approximately € 2.4 million and the Productive Sectors Innovation Fund of approximately € 2 million.” In the Technical Assistance (TA) contract (February 2013), this was adjusted to €2.4 million for the Water Management Fund and €1.9 million for the Production Support Fund. As a result of recommendations made by the 2016 Blue Gold Annual Review Mission, internal transfers were made between budget heads of the TA contract. This resulted in a reduction in the amount available to the Blue Gold Innovation Fund (BGIF) to a total of €2.45 million, divided into two separate funds: the Water Management Fund with a budget of €1.4 million (focusing on water resources management), and the Productive Sectors Fund with a budget of €1.05 million (focusing on agricultural production and food security).

In addition, a separate Water Management Knowledge and Innovation Program (WMKIP) with an action research fund of €1.4 million (approximately) has been created under the jurisdiction of the Embassy of the Kingdom of the Netherlands (EKN) which will be jointly managed by Deltares of the Netherlands and the Institute of Water Modelling (IWM) of Bangladesh.

This Procedure Manual is solely dedicated to the Blue Gold Innovation Fund (BGIF).

Contributions to innovation within Blue Gold may emerge from a wide variety of knowledge centres, business enterprises, NGOs and Government Agencies, either as single providers or in partnership, as long as the proposed activities fit within the framework of either the Water Management Fund or the Productive Sector Fund. The Program will scan relevant institutions and enterprises for emerging opportunities in specific technical fields. Examples of fields for which innovative solutions could be introduced and developed are:

**Water Management Fund**

**Examples of relevant themes:**
- Modular infrastructure to improve polder water management and road communication (e.g. small levees to temporary retain water; wide and strong foot bridges for monsoon period)
- Techniques for surface water retention and conservation (for water use in Rabi/ dry season)
- Small-scale dredging technology and systems (to be used within polder area)
- Embankment and riverbank erosion prevention technology
- Sustainable, low-cost maintenance methods for embankments and/or canals
- Improved drainage by pumping and use of renewable energy
- Methodologies to improve decision-making, action planning and conflict resolution of WMOs regarding water allocation and operation of water management infrastructure

Note: themes being addressed under the WMKIP will not be allowed for funding under BGIF
Examples of relevant themes (new products, new processes, new markets)

- Climate smart agriculture techniques for areas suffering from waterlogging and/or tidal salt intrusion
- Techniques to manage excessive growth of water hyacinths and re-use water hyacinths for other profitable purposes
- Storage of crops, vegetables, fruits, milk, meat and/or fish
- Processing of crops, vegetables, fruits, milk, meat and/or fish
- Crop diversification and profitability e.g. saline tolerant, short duration or vitamin enriched varieties
- Sustainable fish and/or livestock production technologies
- Food safety e.g. methods to detect adulteration of inputs
- Agro-machinery
- Business development methods creating better market linkages and increased profitability
- Cooperative banking, agriculture insurance

Selection of innovative approaches

The list of technical fields and themes for both the Water Management Fund and the Productive Sector Fund mentioned above is by no means final; other relevant topics can also qualify for funding from the Innovation Fund.

However, ultimate selection of innovative approaches and technologies is based upon the following general criteria:

i. Relevance for the beneficiaries\(^1\) in the Program area and/or for the implementing organisations BWDB and DAE
ii. Contributes to the objectives and the sustainability of the Blue Gold Program
iii. Leverage of Blue Gold Program activities through implementation of the innovation
iv. Contributes to strengthening the livelihoods of the beneficiaries in the Blue Gold Program on a local / regional level
v. Prospect of upscaling the innovation in order to have significance for the development of Bangladesh
vi. Where possible, show case the technology of the Dutch private sector
vii. Prospect of establishing a sustainable support base for the innovation concerned (viability of the business case, transfer of knowledge, establishment of a maintenance and support structure)

The success of an innovation proposal depends both on the number of general criteria that are met and how/the extent to which the general criteria are met. If the innovation concept note successfully passes the general selection criteria, the content of the full proposal will be evaluated along the evaluation criteria (see Chapter 5).

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\(^1\) At the center of business development is the definition of the main beneficiaries. In Blue Gold this is a given. The communities of farming households in the polders are the program’s target group, thereby instituting a geographic unit for development consisting of 150,000 households. While belonging to the same polder and WMO, this target group is not homogeneous. Amongst this group some households repeatedly experience food deficits while others are generally able to produce surpluses. In between, there is a range of households with varying degrees of food insecurity and market orientation.
4. The Application Process

4.1 The first step: idea generation
Innovations submitted to the Blue Gold Innovation Fund may originate from the Blue Gold team, the implementing partners (BWDB and DAE), other projects or organisations active in Bangladesh but also Dutch knowledge institutions and private sector enterprises.

The role of the Blue Gold team is to encourage the value proposition of innovations for the Blue Gold program and actively promote the submission of relevant innovations from any of the above parties, including them in the work plans of the different project components. This could be done by:

- Blue Gold staff pro-actively contacting parties that have developed interesting and relevant innovative activities in the project area and invite them to draft a Concept Note or a (joint) innovation proposal, or by:
- External parties (in Bangladesh or the Netherlands) contacting EKN or Blue Gold management with an innovation proposal.
- The Blue Gold team will actively distribute information with regards to the Innovation Fund and in particular regarding calls for ideas, in both Bangladesh and the Netherlands. The channels that will be used include the Blue Gold website (www.bluegoldbd.org) and Facebook page (https://facebook.com/bluegoldprogram), industry networks such as the Netherlands Water Partnership (http://www.nwp.nl/en/about-us) and the communication channels of the EKN in Bangladesh (http://bangladesh.nlembassy.org), the Netherlands Ministry of Foreign Affairs and the Netherlands enterprise Agency (www.english.rvo.nl).

4.2 The second step: preliminary selection of submitted innovations
In order for an unsolicited proposal to apply for the Innovation Fund, the innovation proposal first needs to pass a preliminary selection procedure as described in Chapter 5.1.

The Blue Gold evaluators will base their decision on the application of the innovative character of a proposal within the geographic area of the Blue Gold Program. The final decision regarding the scoring of innovation proposals lies with the Blue Gold evaluators. More details on the evaluation process can be found in Chapter 5.2.

4.3 The third step: the Innovation Funnel
Blue Gold actively welcomes unsolicited proposals for the Innovation Fund. Provided the innovation concept note passes the preliminary evaluation criteria (see chapter 5.1 the proposal is then assessed further by making use of the Innovation Funnel (shown on page 13, also see Annex 1).

Explaining the Innovation Funnel
The Innovation Funnel allows the Blue Gold evaluators to apply a graphic structure for the selection of project applications, allowing the effective management of innovative concepts. The Innovation Funnel approach is a tool to assess an idea or an innovation according to the various stages of development that have been identified by the Blue Gold evaluators. Simultaneously it provides the applicant with
The Innovation Funnel approach starts with a broad range of innovation proposals and gradually refines and selects from among them, creating a handful of innovative development projects that can be pushed to completion and introduction within the Blue Gold program. This notion can be illustrated as a converging funnel (see figure 1 below).

Figure 1: Blue Gold Innovation Funnel (see also Annex 1)

The goal of the Innovation Funnel is to create a portfolio of projects that will meet the Blue Gold program objectives, while applying the Innovation Fund resources strategically and ensuring that the selected innovations deliver on the objectives anticipated when the innovation proposal is approved.

Approval of the innovation proposal through the Innovation Funnel

As can be seen in the above model of the Innovation Funnel, each stage of the Innovation Funnel has a corresponding gate: that gate represents the point of entry for the innovation proposal and matches a set of criteria to which the innovation proposal should correspond in order to enter the selected innovation stage and qualify for a grant from the Innovation Fund. After completing the preliminary assessment, the innovation proposal is placed in one of the four Innovation Stages of the Innovation Funnel. This works as follows (three steps):

i. Based on the setup of the innovation proposal, each innovation proposal will be placed in one of the four Innovation Stages of the Innovation Funnel

| Stage 1 – Conceptual Stage | entry through Gate 1 |
| Stage 2 – Feasibility Stage | entry through Gate 2 |
| Stage 3 – Prototype Stage | entry through Gate 3 |
| Stage 4 – Commercialization Stage | entry through Gate 3 |
ii. The BGIF manager decides in which stage the proposed innovation should be introduced, based on the status the applicant’s idea and purpose of the innovation. When submitting an innovation proposal one of the innovation stages, it should be kept in mind that:

- An innovation can cover various stages in one application, but the initial application to the Innovation Fund should focus on one stage only.
- Each innovation submission should be accompanied by a concept note.

iii. Each stage of the Innovation Funnel has a corresponding gate: that gate represents the point of entry for the innovation and matches a set of criteria to which the innovation should correspond in order to enter the selected innovation stage and qualify for a grant from the Innovation Fund. The criteria for each of the tree gates are described in the Criteria Matrix (shown on page 15). Incoming innovations are analysed by the Blue Gold evaluators according to corresponding gate criteria, after which a go / no-go decision is made with regards to the innovations proposal (more details on the evaluation process can be found in Chapter 5)

Example: in order to apply for the Feasibility Stage and qualify for funding, an innovation proposal would have to match the selection criteria of Gate 1 of the Innovation Funnel.

- Each gate allows for the attribution of a fixed amount of funding from the Innovation Fund (with the exception of stage 1 – conceptual stage).
- Selection and entry decision will be made by the Blue Gold evaluators on a case-to-case basis and depend on the setup of the innovation proposal and the details of the concept note.
- Selection and entry decisions by the Blue Gold evaluators is done by applying European tendering procedures according to legislation and purchasing rules and directives (Aanbestedingswet 2012) of the Netherlands, which sets the following threshold values:
  o For purchasing assignments with a value of up to €35,000 single sourcing is allowed;
  o For purchasing assignments with a value between €35,000 – 50,000 single sourcing is possible but should be justified by providing a rationale;
  o Purchasing assignments with a value between €50,000 – 135,000 must be tendered for through an award procedure resulting in minimal three quotations;
  o For purchasing assignments with a value of more than €135,000 an open tender or open call for proposals is compulsory.
- The Blue Gold evaluators will consistently aim to obtain the best price – quality ratio when executing an award procedure. During such a procedure all candidates are treated equally in similar cases and the principles of purchasing rules of the Netherlands are the obligatory guideline (transparency, equality, impartiality and non-discrimination).
### Table 3: Innovation Funnel Stages and Criteria

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<thead>
<tr>
<th>Stage</th>
<th>Conceptual Stage</th>
<th>Feasibility Stage</th>
<th>Prototype Stage</th>
<th>Commercialization stage</th>
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<tbody>
<tr>
<td>Goal</td>
<td>Idea identification</td>
<td>Proof of concept</td>
<td>Prototyping</td>
<td>Implementation</td>
</tr>
<tr>
<td>Activity</td>
<td>Desk research</td>
<td>Feasibility study</td>
<td>Pilot of innovation</td>
<td>Scale up of innovation</td>
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### Apply at gate

<table>
<thead>
<tr>
<th>Stage</th>
<th>Gate 1</th>
<th>Gate 2</th>
<th>Gate 3</th>
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</thead>
<tbody>
<tr>
<td>Needed for application</td>
<td>I. Concept note 2</td>
<td>II. Workplan for the feasibility study</td>
<td>III. M&amp;E protocol</td>
</tr>
<tr>
<td></td>
<td>I. Concept note</td>
<td>IV. CVs of all persons involved</td>
<td>IV. CVs of all persons involved</td>
</tr>
</tbody>
</table>

### Go / no-go decision by Blue Gold evaluators

<table>
<thead>
<tr>
<th>Feasibility of idea</th>
<th>Concept note</th>
<th>Costs – benefit analysis</th>
<th>Allocation of required investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem statement</td>
<td>Long term impact</td>
<td>Identification of assumptions and risks</td>
<td></td>
</tr>
<tr>
<td>Relevance for Blue Gold</td>
<td>Innovation is environmentally, technically and socially sound</td>
<td>Mix of cost rate (local vs. foreign)</td>
<td></td>
</tr>
<tr>
<td>Analysis of what is needed to further develop concept</td>
<td>Proposal offers value for money</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Innovation is environmentally, technically and socially sound

| Innovation is environmentally, technically and socially sound | Proposal offers value for money |
| Identification of assumptions and risks | Quality of involved staff |
| Mix of cost rate (local vs. foreign) | Mix of cost rate (local vs. foreign) |
| Proposal offers value for money |

### Funding

| No funding available | € 5,000 – 25,000 | € 30,000 – 50,000 | Up to € 50,000 |

### Duration

| 1-4 months | 4-10 months | 2-9 months |

### Funds can be used for

| No funding available | -TA / Consultancy | -Training |
| Field study | -TA / Consultancy | -Training |
| Financing enabling factors | -TA / Consultancy | -Financing enabling factors |

### Final decision

| Blue Gold | Blue Gold | Blue Gold + EKN | Blue Gold + EKN |

---

2 An applicant can submit a concept note to the Blue Gold evaluators for review purposes and guidance on how to develop an innovation proposal and apply for the feasibility study under Gate 1.
4.4 The fourth step: concluding of proposals

As explained under paragraph 6.3, innovation proposals submitted to the Blue Gold Innovation Funnel will be reviewed according to the criteria in table 3: Criteria Matrix. A final conclusion on each separate innovation proposal will be provided by the Blue Gold evaluators (consisting of the Blue Gold TA team, the EKN and the relevant GoB partners).

In this process, the Blue Gold TA team evaluates each proposal according to the relevant criteria of the Criteria Matrix. Based on this evaluation the Blue Gold TA team will provide a preliminary go/no-go decision to the EKN. The final concluding decision on the implementation of the proposal will be made by EKN and the relevant GoB partners (BWDB and/or DAE).

The following practicalities apply with respect to the concluding of innovation proposals:

a. Innovation proposals that have successfully completed a specific innovation stage can move up to the next innovation stage by passing through the corresponding gate. This allows applicants to apply for follow-up funding from the Innovation Fund and move their innovation proposal through all stages of the Innovation Funnel.

b. When providing funding to innovation proposals, the Blue Gold evaluators always apply the European tendering procedures according to legislation and purchasing rules and directives (Aanbestedingswet 2012) of the Netherlands (as explained on page 14). These procedures make it unattainable to award multiple funding amounts to a single bidding party through the same contract (single sourcing) if the value exceeds €50,000. In such cases the Blue Gold evaluators will make a selection through an award procedure where the principles of purchasing rules of the Netherlands are the obligatory guideline (transparency, equality, impartiality and non-discrimination). The award procedure should result in a minimum of three quotations, of which one will be selected as the implementing party.

c. Unsolicited proposals submitted to Blue Gold should be modelled according to the format criteria specified in the Criteria Matrix on page 15. Innovations that fail to meet the application format criteria will be rejected. The application format criteria are further explained in Chapter 7: Application Format for Innovation Proposals.

d. The Blue Gold evaluators welcome proof of concepts, feasibility studies, pilot demonstrations and scale-up of innovation proposals. Nevertheless, the main focus of the Innovation Fund lies on proof of concept, which is why the budget for Gate 1 (Conceptual Stage) and Gate 2 (Feasibility Stage) is limited. However, in cases of particular relevance, the necessary resources for an extended feasibility study may also be drawn from the budget of the relevant Component of the Blue Gold Program.

e. Innovation proposals qualifying for Gate 3 (Prototype Stage) and Gate 4 (Commercialization Stage) will be discussed in the EKN –Blue Gold Coordination Meeting for approval. The decision will be laid down in the minutes of the Coordination Meeting and is considered as the official approval or rejection of the proposed activity. Blue Gold aims to provide the final decision within 6 weeks after the date of submission of the innovation proposal / concept note.

4.5 The fifth step: procurement and contracting

Once an initiative has been approved by the Blue Gold evaluators Blue Gold will contact the applicant. In case of an international service provider a subcontract will be concluded with Euroconsult Mott MacDonald in the Netherlands. In case of a local service provider a subcontract will be concluded between the provider and the Blue Gold Program, represented by the Team Leader.
The contract will contain details regarding the scope of works, the implementation period, a detailed time table, the Monitoring & Evaluation setup, the contract amount (in- or excluding VAT and Tax), the names of the coordinators on behalf of Blue Gold and the service provider, invoice approval and payment procedures.

The Blue Gold TA-team will be responsible for procuring and contracting the services providers under the Water Management Fund and the Productive Sectors Fund. The TA-team will contract and/or outsource these services in close consultation with the Project Coordinating Director and Embassy of the Kingdom of the Netherlands.

4.6 The sixth step: implementation & monitoring

Each contract for and unsolicited proposal approved under the Innovation Fund will be supervised and facilitated by the relevant Blue Gold component staff or affiliated external(s).

The implementation will be supervised by a coordinator nominated by the Blue Gold TA team. The manager of the Blue Gold Innovation Fund will oversee the implementation progress and the Blue Gold coordinator will report regularly on progress and disbursement.

See Annex 2 for an example of a contract between Blue Gold and a service provider.

4.7 The seventh step: monitoring & evaluation

Blue Gold expects that the grant recipients (implementing partners) of the initiative incorporate an M&E protocol that provides Blue Gold with evidence on the (projected) outcome of the initiative and the innovative process employed to achieve this outcome.

Additionally, grant recipients are expected to actively monitor all major activities whilst reporting back to the Blue Gold TA-team on a regular basis.
5. Evaluation Criteria

Innovation proposals submitted to the Blue Gold Innovation Fund will first be screened on the basis of the proposed theme and general selection criteria (see Chapter 3). They can be considered knock-out criteria. The other evaluation criteria mentioned in this chapter apply and influence the chances of approval of an innovation.

5.1 Evaluation criteria – concept note

Evaluated at Concept Stage mainly:

1. **Relevance**: It should clearly support Blue Gold program objectives and activities; and reach the main target group of the program (vulnerable farming and fishing communities engaged in water management groups) or governmental departments working closely with this target group (BWDB, DAE, DoF, DLS). The project should be in the Blue Gold Program area.

2. **Innovative**: The proposed products/measures/services should have not been implemented before in Blue Gold Program area. They also should add real value compared to existing projects/products/services being provided in area related to the theme proposed. Duplication should be avoided.

3. **Maturity**: The proposed concept should have enough maturity, meaning fundamental/academic research on the topics has already been concluded and the concept has been already tested in other countries or other parts of Bangladesh.

4. **Participation of communities**: As Blue Gold works to strengthen water management groups (WMG) and water management associations (WMA), the proposed project should consult and work in close collaboration with these WMGs/WMAs. It should also define with scope of study, pilot and replication together with WMG, WMAs and local governmental institutions (LGIs.)

5. **Involvement of government**: As Blue Gold program is implemented by BWDB and DAE with support of DOF and DLS, it is essential the concept involves at least one of these governmental departments effectively.

6. **Direct result and upscaling potential**: Proof should be provided the innovation will improve the situation substantially and has a broader relevance for the development of Bangladesh. The result of the proposed project should be measurable within the project period (max 1.5 year) and demonstrate a certain extent of upscaling potential during the project.

5.2 Evaluation criteria – proposal

Evaluated to some extent at Concept Note stage and fully at Proposal Stage:

7. **Environment**: The proposed products/measures/services will not cause damage or harm to the environment. They project should also not affect current infrastructural rehabilitation works negatively.

8. **No market distortion**: The proposed products/measures/services will not cause market distortion. E.g. providence of free inputs to the target group should be avoided. The project
budget should be developed in such a way that it adheres to the “BGP Principles of Providing Benefits”. This document is available upon request.

9. **Gender**: The proposed project should be gender neutral or it should contribute to empowering women. Blue Gold prefers proposals that create (financial) incentives to women.

10. **Sustainability**: The proposed product/intervention should be easy to operate and maintain, or a proposed service should be easy to continue after the project ends. Evidence should be provided it will sustain beyond the project period and exit strategies should be proposed.

11. **Cost-effective**: To guarantee sustainability, it essential the proposed product/intervention is affordable for the target group and cost-effective compared to other options available to achieve the same mean. A concept business case as part of the proposal is highly encouraged.

12. **Value-for-Money**: Services being offered and materials purchased are based on average market rates in Bangladesh and/or the Netherlands. Matching funds and/or financial contribution are stimulated and increases the chance projects are being approved.

In the evaluation no scoring and weighting factors are applied, since under BGIF’s unsolicited procedure every incoming concept note or proposal will be evaluated separately in different points of time. No direct comparison with other incoming concept notes or proposals will be made.

Based on overall positive support by consultants and governmental implementing partner representatives a project is being approved. Both technical and financial aspects will be considered.
6. Application Format for Innovation Proposals

Interested parties that wish to submit an innovation to the Blue Gold Innovation Fund are requested to follow a specific application format, based upon the stage in which the applicant wishes to introduce the innovation:

**Stage 1 – Conceptual Stage**
Applicants wishing to submit their innovation in Stage 1 for review purposes and guidance on how to develop an innovation proposal and apply for Gate 1 are requested to draft a concept note. The innovation note should elaborate on the proposed project and provide an answer to the questions:

1. What is the problem statement that lies at the heart of the initiative?
2. What does the innovation focus on and try to achieve?
3. How does the innovation contribute to the Blue Gold program?
4. What are the potential gaps and risks of the innovation?
5. What is needed to further develop the innovation?

In Annex 3, one can find a template for concept note application.

**Stage 2 – Feasibility Stage – Gate 1**
**Stage 3 – Prototype Stage – Gate 2**
**Stage 4 – Commercialization Stage – Gate 3**
Applicants who wish to submit their innovation in Stage 2, 3 or 4 (via Gate 1, 2 or 3) are requested to provide both a concept note, in which the ‘proof of concept’ is explained (as described above), and a ‘work plan’, in which the context and rationale of the proposed intervention is described.

In Annex 4, one can find a template for proposal application.

**Content of the work plan**

1. The work plan mentions the title of the innovation proposal, the suggested implementation area, the total budget (with detailed breakdown of the requested Innovation Fund grant) and the timeline and duration of the proposed intervention(s) and provides a description of the various stadia of implementation.
2. The work plan provides an overview of the activities deployed to realize the expected activities, objectives and their outcomes set out against the timeline of the intervention (i.e. Gantt chart format).
3. The work plan provides a detailed summary of the objectives, expected outcomes and deliverables of the innovation proposal. The guiding principles for this overview are:
4. What are the set criteria to which the innovation can be tested?
5. How does the innovation guarantee an efficient use of resources?
vi. It is preferred that the objectives laid out in the work plan are explained by making use of the SMART criteria, meaning that:
- Objectives are stated in quantifiable terms
- Objectives are stated in terms of outcomes, not process
- Objectives should specify the result of an activity
- Objectives should identify the target audience or community being served
- Objectives need to be realistic and capable of being accomplished within the grant period

M&E protocol of the work plan
For innovations oriented towards **Stage 3** and **Stage 4**, the M&E protocol is an integral part of the work plan and revolves around the possibility to reproduce the approach and the results of the innovative nature of the proposed intervention. Therefore, the M&E activities described in the work plan should revolve around evidence collection based on the following questions:

1. Is the innovation indeed successful?
2. Is there an understanding of the key factors behind this success?
3. Should the innovation be scaled up?

In order to answer the above questions Blue Gold can provide the framework for the grant recipient to take the lead in developing their own M&E system, providing quantitative and qualitative evidence of innovation success and/or failure.

---

3 http://en.wikipedia.org/wiki/SMART_criteria
7. Fund Management

The two funds are managed by an Innovation Fund Manager. The Innovation Fund Manager reports to the TA Team Leader of Blue Gold.

- The main tasks of the Innovation Fund Manager are described in Annex 5.

Application for an ‘unsolicited proposal’ to the Blue Gold Innovation Fund in line with the application procedure in the previous chapter can be done by sending an email to the Innovation Fund Manager:

bluegold_innovationfund@bluegoldbd.org
Annex 1. The Blue Gold Innovation Funnel

![Blue Gold Innovation Funnel Diagram]

**Stage 1 - Conceptual Stage**
- Goal: Idea identification
- Activity: Desk research
- Funding: NA
- Entry point: NA

**Stage 2 - Feasibility Stage**
- Goal: Proof of concept
- Activity: Feasibility study
- Funding: €5,000 – 25,000
- Entry point: Gate 1

**Stage 3 - Prototype Stage**
- Goal: Prototyping
- Activity: Pilot
- Funding: €30,000 – 50,000
- Entry point: Gate 2

**Stage 4 - Commercialization Stage**
- Goal: Implementation
- Activity: Scale-up
- Funding: up to €50,000
- Entry point: Gate 3
Annex 2. Example of a contract between Blue Gold and a service provider

CONTRACT FOR CONSULTING SERVICES
OF
‘Name Project’

MM YY
CONTRACT AGREEMENT

THIS CONTRACT (hereinafter called the “Contract”) is entered into this XXX day of MM YY, by and between Euroconsult Mott MacDonald (hereinafter called “the Client”) with a business address Plot 77 (Level 6), Road 11, Block M, Banani, Dhaka 1213 (hereinafter: “the Company”), represented by Mr. Guy Jones (Team Leader of Blue Gold Program in Bangladesh), First Party

And

Consultancy Organization Bangladesh, [Address], Bangladesh (hereinafter called the “Consultant”), Second Party

WHEREAS:

The Client has entered into a Consultancy Agreement (hereinafter called "the Main Agreement") with the Embassy of The Kingdom of the Netherlands to provide Consultancy Services in respect of the Blue Gold Program in Bangladesh, (hereinafter called “the Project”) and has requested the Consultant to provide certain parts of the said Consultancy Services

And

The Client wishes to have the Consultant performing the participatory research on a habitat restoration approach to small pond fish productivity, diversity and resilience.

And

The Consultant is willing to perform these services.

THE PARTIES hereby agree as follows:

1. Services

The Consultant shall perform the services specified in Annex A, ‘Technical Proposal’ for Blue Gold Program which is made an integral part of this Contract (hereinafter called “the Services”).

2. Terms

The Consultant shall perform the Services within a period of XXX (XXX) months, as stated in the Activity Schedule of the Annex A, starting on [DD/MM/YY] up to [DD/MM/YY] or any other period as may be subsequently agreed by the Parties in writing.

3. Cancellation /Termination

Both parties shall have the right to cancel the contract during the period by giving 30 days ‘termination notice’ to the other party. Otherwise the contract will terminate as on the scheduled time which is on DD/MM/YY.

4. Payment

4.1 For the service rendered pursuant to Annex A, the Client shall pay the Service Provider as per the Financial Proposal in Annex B, a lump sum amount of BDT xxxxxxx (in words xxxxx) including VAT and AIT.
4.2 An advance payment of xx% (xx percent) of the lump sum amount will be made after signing of the contract, submission of the research proposal and submission of the invoice.

4.3 A second payment of xx% (xxx percent) of the lump sum amount will be made on delivery of the research progress report, study and submission of the required monthly project update reports, as well as an invoice.

4.4 A third payment of xx% (xx percent) of the lump sum amount will be made on delivery of the draft final report and submission of the required monthly project update reports, as well as an invoice.

4.5 The final payment of xx% (twenty percent) of the lump sum amount will be made on final approval of the final report and submission of the required monthly project update reports, as well as an invoice by the Service Provider.

5 Tax and VAT

The client shall withhold VAT & AIT at source and will deposit to Government treasury as per Govt. rules in Bangladesh. However, the receipt (Challan) shall be provided as evidence of the payment.

6 Reporting:

The Service Provider shall provide monthly update reports and conduct follow-up meetings at the Client’s office, for regular review and comment on the technical deliverables.

7 Project Administration

The Client designates [Person] as the Client’s Coordinator. The Coordinator shall be responsible for the coordination of activities under the Contract, for receiving and checking of invoices for payment, and for acceptance of the deliverables by the Client.

The Consultant designates [Person] as the Consultant’s Coordinator.

8 Performance Standard

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory.

9 Confidentiality

The Consultant shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client’s operations without the prior written consent of the Client.

10 Ownership of Material

Any studies, reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software and will be granted an irrevocable, royalty-free, non-exclusive license to use and publish such information and intellectual property for non-commercial purposes.
11 Consultant not to be engaged in Certain Activities

The Consultant agrees that, during the term of this Contract, the Consultant shall be disqualified from providing goods, works or services (other than the Services or any continuation thereof) for any project resulting from or closely related to the Services without the prior written permission of the Client.

12 Insurance

The Consultant will be responsible for taking out any appropriate insurance coverage.

13 Assignment

The Consultant shall not assign this Contract or subcontract any portion of it without the Client's prior written consent.

14 Law Governing Contract and Language

The language in which this contract shall be interpreted is English; the law which shall apply to this contract shall be the laws of the Netherlands.

15 Dispute Resolution

Any dispute arising out of this Contract that cannot be amicably settled between the Parties shall be referred to adjudication/arbitration in accordance with the laws of the Netherlands.

16 Ethics

In the performance of their obligation under or in connection with this contract the parties, their agents and employees shall comply with all applicable laws, rules regulations including, where appropriate, the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions.

The parties

a. Warrant and represent that they have not carried out, and
b. Undertake that they will not carry out

directly or indirectly through any person or entity any unlawful act including without limitation the offer or payment or a bride to a public official or any other any person in connection with any matter connected with this contract or the Project.

Further, each party shall notify the other immediately in writing with full particulars in the event that they receive a request from any public official or any other person of influence requesting illicit payments.

If a party is in breach of any term of this clause then the party shall be entitled to terminate the contract at any time on written notice with immediate effect.

The defaulting party under this clause 16 shall indemnify and keep indemnified the non- defaulting party against any and all claims arising out of or in connection with a breach of this clause by the defaulting party to the fullest extent permissible under the law of this contract.
17 Blue Gold Anti-Harassment Policy

In connection with this contract, the parties, their agents and employees shall comply with the Anti-Harassment Policy of the Blue Gold Program. All the laws, rules and regulations including in this Anti-Harassment Policy are applicable for the parties.

According to the Blue Gold Anti-Harassment Policy harassment means unwanted conduct that denigrates or affects the dignity of an individual and creates an intimidating, hostile or offensive work environment. It may be related to factors such as sex, race, colour, religion, age, sexual orientation, citizenship status, ethnicity, national origin, and physical or mental disability.

If a party is in breach of any term of this clause then the other party shall be entitled to terminate the contract at any time on written notice with immediate effect.

FOR THE CLIENT

Team Leader
Date:

FOR THE CONSULTANT

[Person]
[Designation] [Organisation]
Date:

Annexes:
Annex A: Technical Proposal
Annex B: Financial Proposal
## Annex 3. Template for Concept Note application

### COORDINATION

<table>
<thead>
<tr>
<th>Role</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Coordinator</td>
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<td></td>
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### GENERAL INFORMATION ABOUT THE CONCEPT

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<tr>
<td>Thematic area</td>
<td><em>(choose one of the two below mentioned thematic areas in which the concept fits)</em></td>
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<tr>
<td></td>
<td>*(A) Productive Sector Fund;</td>
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<tr>
<td></td>
<td>*(B) Water Management Sector</td>
</tr>
<tr>
<td>Project members</td>
<td>*(1) Unit, Institution:</td>
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<td><em>Tel./fax:</em></td>
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</tbody>
</table>
## CONCEPT DESCRIPTION

### Problem description:
[explain which problem the concept tries to address, include location and target group]

### Background:
[explain the background of the concept - Information should include a description of the importance of the constraint(s) that the project is seeking to address and a very brief summary of any significant research / activities already carried out by other organizations/institutions and how this proposed concept will be complementary]

## OBJECTIVES OF THE CONCEPT

### Concept objectives:
[The purpose of the concept should be to address an identified development opportunity or an identified constraint to development within the Blue Gold Program area. The concept objectives should be demand-led and fall within the priorities of the Blue Gold Program]

### Expected outcomes:
[Are the expected results appropriate to the Blue Gold Program objectives; and include sustainable ways of uptake by target institutions and beneficiaries? Target institutions are those formal or informal institutions (e.g. water management groups/associations, BWDB, DAE, Union Parishads) which will take up the products/services of the concept and engage in the process of transferring knowledge/technology/methodology to the beneficiaries.]

## PROJECT ACTIVITIES

### Major activities:
[describe the main implementation activities to reach the expected outcomes]

### Beneficiaries:
[An indication of the main beneficiaries of the concept. The beneficiaries are those who gain social, economic or environmental advantage from the technology, methodology or knowledge transfer activities of the concept note. They may be identified in, for example, the water management group or association, DAE, BWDB, farming households.]

### Risks and assumptions:
[Includes those factors which might contribute to the concept failing to achieve its objectives. Important assumptions are external conditions or factors over which the concept chooses not to exert control or does not have control, but on which the accomplishment of objectives depends.]

### Working areas:
[Geographical description of the concept’s working area]

## EXPERIENCE of ORGANISATION(s)

### Thematic working areas:
[mention in which sector(s) the organization(s) applying are active]

### Project examples:
[mention examples of projects which demonstrate experience of the organization in the proposed concept. Include name of project, donor, client, project duration, date of completion, major activities in key words.]
PROJECT BUDGET

Estimated budget: [include a budget estimation for the concept note]
## Annex 4. Template for Proposal Application

### COORDINATION

<table>
<thead>
<tr>
<th>Project Coordinator</th>
<th>Unit, Institution (if available): Postal address:</th>
</tr>
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<tbody>
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### GENERAL INFORMATION ABOUT THE CONCEPT

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<th>(choose one of the two below mentioned thematic areas in which the concept fits)</th>
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<tbody>
<tr>
<td></td>
<td>(A) Productive Sector Fund;</td>
</tr>
<tr>
<td></td>
<td>• Productive sectors: [answer which sectors the concept focuses on]</td>
</tr>
<tr>
<td></td>
<td>• Business development: [answer the impact the proposal has on business development]</td>
</tr>
<tr>
<td></td>
<td>(B) Water Management Sector</td>
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<tr>
<td></td>
<td>• Water management: [explain the impact of the concept on water management]</td>
</tr>
<tr>
<td></td>
<td>• Social impact: [explain the impact of the concept on local communities]</td>
</tr>
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</table>

<table>
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<th>(4) Unit, Institution: Postal address: SURNAME, Given name: Position: E-mail address: Tel./fax:</th>
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<tbody>
<tr>
<td></td>
<td>(5) Unit, Institution: Postal address: SURNAME, Given name: Position: E-mail address: Tel./fax:</td>
</tr>
</tbody>
</table>
CONCEPT DESCRIPTION

Concept: [describe the concept]

Background: [explain the background of the concept - Information should include a description of the importance of the constraint(s) that the project is seeking to address and a very brief summary of any significant research / activities already carried out. The proposal should show an awareness of the problems in the context of research / activities already conducted]

Hypothesis / Research question:

OBJECTIVES OF THE CONCEPT

Concept objectives (incl. research question(s) and deliverables / expected outputs)
[The purpose of the concept should be to address an identified development opportunity or an identified constraint to development within the Blue Gold Program area. The concept objectives should be demand-led and fall within the priorities of the Blue Gold Program]

Goal:

Specific objectives:

Expected outputs:
[Are the expected results appropriate to the Blue Gold Program purpose; and include identified promotion pathways to target institutions and beneficiaries. Target institutions are those formal or informal institutions which will take up the
products of the concept and engage in the process of transferring knowledge/technology/methodology to the beneficiaries.]

Contribution of outputs
[Includes how the outputs will contribute towards achieving the Blue Gold Program goals]

Indicators to monitor the specific objectives:

Monitoring, Evaluation and Learning plan:

Theory of change:
[Optional]

Describe the overall approach and methodology of the concept:

PROJECT ACTIVITIES

Major activities: [describe the main implementation activities - research studies, surveys, experiments etc, designed and implemented to achieve outputs of project. There should be an activity or group of activities associated with each output of the project, the activities defining the action strategy for accomplishing each output. This section should also include any facilities or expertise already available to the applicant which will be utilised in the implementation of the project. In addition, the location of specific activities to be carried out, and any special resources required to implement the project should be included.]

Beneficiaries: [An indication of the main beneficiaries of the concept. The beneficiaries are those who gain social, economic or environmental advantage from the technology, methodology or knowledge transfer activities of the concept note. They may be identified in, for example, the farmers, the household, the village community or the global community.]

Risk and assumptions: [Includes those factors which might contribute to the concept failing to achieve its objectives. Important assumptions are external conditions or factors over which the concept chooses not to exert control or does not have control, but on which the accomplishment of objectives depends.]
Working areas: [Geographical description of the concept’s working area]

Gantt chart: [Include a Gantt chart, listing the activities against the timeline of implementation]

EXAMPLE:

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<tr>
<th>Activity</th>
<th>Jan</th>
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PROJECT BUDGET

Estimated budget: [Include a budget estimation for the concept note]

EXAMPLE:
## Blue Gold Program

### Procedure Manual – Innovation Fund

**Area of expenditure** | **Time allocation** | **Unit (Euro)** | **Unit cost (Euro)** | **Blue Gold contribution (Euro)** | **Own Contribution (Euro) [OPTIONAL]** | **Total (Euro)** | **Total (Taka)**
---|---|---|---|---|---|---|---
A. Personnel | | | | | | | |
B. Travel | | - | - | - | - | - | - |
C. Operational cost | | - | - | - | - | - | - |
D. VAT & Tax | | - | - | - | - | - | - |
Total | | - | - | - | #REF! #REF! | #REF! | #REF! |

**CVs for key members:** [Include the CVs of the key members that are part of the concept note’s development and implementation]
Annex 5. Tasks of Innovation Fund Manager

**Project proposals**
- Facilitate the development of proposals by applicants
- Pro-actively research potential suitable approaches, technologies or companies
- Guide applicants through the application process
- Review applicant proposals and provide feedback
- Build relationships with (prospective) applicants
- Develop ToRs for tenders
- Guide applicants through the Call for Proposal process

**Communication**
- Developing communication material
- Development of 1-pagers for completed projects
- Updating BG team on new IF proposals
- Communication on BG website & Facebook
- Promotion IF on websites and in newsletters
- Promoting IF at conferences and events

**Liaison**
- Liaising with BWDB, DAE and EKN
- Liaising with Netherlands Water Sector and Netherlands Agri-Business sector
- Liaising with Polder Teams and Zonal Teams
- Liaising with Improved Livelihoods-team, Sustainable Value Chain (SVC)-team, and Equitable Water Management (EWM) team and Water Resource Management (WRM)-team of the TA consultant team
- Project visit

**Reporting**
- Monthly project update
- Quarterly report
- Half Yearly report
- Project visit reports
- Project evaluation and reporting

**Administration**
- Financial administration
- Contract administration & management
## Due Diligence Questionnaire

**Company**

**Company number**  
(Please attach your certificate of incorporation)

**Nature of services/supply –**

1. **Contact details**

   - **Contact name**
   - **Address**
   - **Telephone number**
   - **Fax number**
   - **Email**

2. **Capability**

   Please attach documentation relevant to the competence, experience and training your people have gained; for the services/goods you supply.

3. **Management systems and third party certification**

   Please detail the management and assurance system(s) used to control and record quality, environment, safety, anti-bribery and information security of the services/goods you supply; and provide details of associated policies, certification status and performance history.

4. **Corporate responsibility**

   Mott MacDonald wishes to grow its business responsibly, in a sustainable way. Please provide a brief description of your corporate responsibility policies and activities in respect of diversity, equality, ethics, sustainability and carbon reduction targets.

5. **Business continuity management**

   Please describe your strategy for ensuring that the described services are delivered in the event of a disruption affecting your business.

6. **Insurance**

   Please provide copies of insurance certificates for the following risks, where applicable –
   - Employers Liability
   - Professional Indemnity, and,
   - Third Party and Public Liability

7. **References**
If you have previously worked with Mott MacDonald please provide a contact name. If not, please provide at least one reference for delivery of your service/goods that you supply.

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<th>Name of person completing this questionnaire</th>
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Signature  Role within supplier’s business  Date

Thank you for your time in helping us provide the type of services that our customers require

8. For use by Mott MacDonald

Define basis for evaluation and selection

Recommended by Project manager/Office manager

Signature  Name  Date

Approved by Project principal/Director responsible

Signature  Name  Date

**Distribution**

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