SAIS SOUTHERN AFRICA INNOVATION SUPPORT

CALL FOR PROPOSALS

SAIS 2 2018/2/FP TO THE SAIS 2 INNOVATION FUND

Grants for Regional Innovation Projects

SAIS 2 GUIDE FOR APPLICANTS 2018/2/FP (Full Proposal)

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CALL FOR PROPOSALS

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(Full Proposal)

January 2019

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INTRODUCTION

SAIS 2 invites organisations that support innovation[1] and entrepreneurship in the Southern African Development Community (SADC) to submit Concept Notes and subsequently Full Proposals for grant funding awarded from the SAIS 2 Innovation Fund. Through a series of competitive Call for Proposals, SAIS 2 seeks to channel resources to projects that strengthen the cooperation between public and private sector, research/ academia and civil society in local and regional innovation ecosystems.

Innovation support organisations from research/ academia, civil society and in particular from the private sector – such as innovation hubs, labs, incubators and accelerators hosting and providing services for entrepreneurs – are encouraged to apply.

SAIS 2 Innovation fund grants are distributed from three Windows each representing one thematic category.

Grant Categories/ Call Windows

Window 1:
STRONGER ECOSYSTEMS
Developing institutional capacity for regional innovation cooperation.
Analytical projects that develop better understanding of innovation ecosystems in the SADC region and build capacity of innovation support organisations to better assist their clients.

Window 2:
SCALING ENTERPRISES
Scaling enterprises through stronger innovation support organisations.
Projects that assist early stage entrepreneurs, i.e. in the start-up and growth phase, in field-testing of innovations[1] and/ or replicating successful innovations.

Window 3:
INCLUSIVE INNOVATION
Improved enabling environment for inclusive innovation activities in the region.
Projects that assist (social) entrepreneurs and innovation support organisations in taking-up technologies and methods that facilitate collaborative development of innovations with socially and economically excluded communities.

1 SAIS 2 understands innovation in line with the OECD definition as new and significantly improved products (goods and services) and processes. SAIS 2 also emphasises the importance of the use of technology in innovation processes. Hence the focus of SAIS 2 innovation support is on "technologically" new or improved products and processes. It follows that a "technological" product innovation is the implementation/ commercialisation of a product with improved performance characteristics, such as to deliver objectively new or improved services to the consumer. A technological process innovation is the implementation/ adoption of new or significantly improved production or delivery methods. It may involve changes in equipment, human resources, working methods or a combination of these. See: Oslo Manual - Guidelines for Collecting and Interpreting Innovation Data, 3rd Edition. OECD, Eurostat. 2005. http://www.oecd-ilibrary.org/science-and- technology/oslo-manual_9789264013100-en.

Potential Applicants: Innovation support organisations such as incubators, hubs, labs, accelerators, networks, research/ academia, private sector entities, Non-Governmental Organisations or projects hosting and supporting early-stage enterprises.

Participant Organisation per Project: A minimum of two (2) organisations from the SADC region, with the organisation from a SAIS 2 partner country (Botswana, Namibia, South Africa, Tanzania and Zambia) acting as a Project Coordinator.

Grant Period: 12-24 months, depending on Grant Category/Call Window

Minimum and Maximum Grant Amount per Project:

Window 1:	Window 2:	Window 3:
EUR 70,000 to EUR 100,000	EUR 180,000 to EUR 250,000	EUR 100,000 to EUR 150,000

Total Budgetary Allocation for this Call for Proposals: EUR 1.6 million

FULL PROPOSAL STAGE CALL DEADLINE 19 MAY 2019 23:59 CAT (WINDHOEK TIME)

Application Submission Procedure: Two-stage process. Stage one was the submission of the Concept Note subjected to administrative, legal and technical evaluation. Stage two applies when the SAIS 2 Supervisory Board (SvB) invites after the evaluation of Concept Notes a selected number of applicants to submit a Full Proposal.

This document applies only to those applicants who are invited to submit a Full Proposal.

Announcement of Shortlist of Finalists Invited to Submit Full Proposal: April 2019

Final Selection and Invitation to Contract Negotiations: July 2019

Please refer to the following documentation:
1. SAIS 2 Innovation Fund Manual 2017-2021, November 2018
2. SAIS 2 Call for Proposals (2018/2)
3. SAIS 2 Summarised Programme Document & Results Framework, 2nd Edition November 2018
4. SAIS 2 Guide for Applicants 2018/2/FP (Full Proposal)

1. SUMMARY

This document is an addendum to the SAIS 2 Innovation Fund Manual (November 2018). The Innovation Fund Manual describes (i) how to prepare an application for the Concept Note (CN) stage of SAIS 2 Call for Proposals 2018/2/CN (SAIS 2 Guide for Applicants) and (ii) how to successfully implement a project with support provided by the SAIS 2 Innovation Fund grant (SAIS 2 Guide for Project Implementation).

The purpose of this addendum is to aid applicants invited to prepare an application for the Full Proposal stage of the SAIS 2 Call for Proposals 2018/2. It assumes that the reader has acquainted him/herself with the SAIS 2 Call for Proposals/2/CN text and the SAIS 2 Innovation Fund Manual which are available on the SAIS 2 website (www.saisprogramme.org).

Common themes cutting across the programme implementation is to focus on enhancing the capacities of business and innovation support organisations and enterprises to deliver new or improved products, process and practices to disadvantaged communities and vulnerable groups. The regional dimension will allow participants to share experiences and join together to gain the critical mass to meet common challenges through increased interaction and cooperation activities. Furthermore, existing regional networks will be strengthened and flagship regional events supported where appropriate. The approach aims to facilitate in-built learning, scalability and replicability with multiple organisations within the public and private sectors, and the ability to take ownership and replicate the programmes post SAIS.

During its lifetime, SAIS 2 is set to become a platform for innovation actors operating in the area of early-stage entrepreneurship. This will make it an essential source of knowledge in the fight against poverty and unemployment in the SADC region. By building up the capacity of local innovation support organisations to assist entrepreneurs through cross-border pilot projects, SAIS 2 will foster the linkages between various ecosystems and coordination on regional knowledge sharing. The knowledge exchange or peer-learning promoted by SAIS 2 through projects financed from the SAIS 2 Innovation Fund will be a powerful way to share, replicate, and scale what works in development and connect practitioners to learn from the experience of others who have gone through similar challenges. Thus, some specific activities have been included as elements into SAIS 2 funded projects when assessing the impact beyond the mmediate target market/regions.

The SAIS 2 Innovation Fund Manual (November 2018) will, together with this Addendum and SAIS 2 Call for Proposals 2018/2/CN text, constitute the full Information Package for the SAIS 2 Call for Proposals 2018/2. These documents comprise all information that applicants need to know when invited to submit a Full Proposal application.

2. BACKGROUND - SAIS 2 INNOVATION FUND

The SAIS 2 programme has a specific funding instrument – the SAIS 2 Innovation Fund – which supports, by means of grants, activities necessary for market validation and/or deployment of new or improved products processes and services in the SADC region. The total budget (purse) of the SAIS 2 Innovation Fund is 4.3 million Euros, which is provided by the Ministry for Foreign affairs of Finland and local counter funding.

SAIS 2 focus is on supporting innovation activities and delivery of these on a programmatic basis to targeted beneficiaries. The activities proposed to be financed by the SAIS 2 Innovation Fund should be laid out in the form of projects. These are to be comprised of well-defined goals, specific activities and resources - such as finances and labor - and should specify the composition of the Project Consortium (a temporary undertaking or a group of organisations joining in partnership) established to implement the project within a set period of time[2].

SAIS 2 stresses cross-border collaboration, replication of good practice and exchange of knowledge within and across ecosystems. Therefore, proposals to the SAIS 2 Innovation Fund are encouraged from a combination of innovation support organisations or an innovation support organisation with other innovation actors formed to undertake the implementation of the proposed joint project. For the purpose of SAIS 2, such group undertakings are defined as the Project Consortium, which comprises an association of two or more companies, organisations or government agencies, with the objective to participate in a common activity and/or to pool their resources for the achievement of a common goal through a project supported by the SAIS 2 Innovation fund.

The Project Consortium applying for a grant from the SAIS 2 Innovation fund must consist of at least two independent legal entities from two different SADC member states, of which only one can act as a signatory to the Grant agreement with the SAIS 2 Innovation fund. The organisation signatory to the grant agreement ("Grantee") with the SAIS 2 Innovation Fund has to be a legal, registered entity in one of the five SAIS 2 Partner countries, i.e. Botswana, Namibia, South Africa, Tanzania and Zambia. The signatory organisation to the grant agreement with the SAIS 2 Innovation fund is responsible for the coordination of the project and therefore also acts as "Project Coordinator".

Project proposals should cover part of the natural process in rolling out service/product/process in new markets/ regions. It should therefore be an integral part of the activities of the organisations submitting the proposals and not something invented only for the purpose to obtain funding from SAIS 2 Innovation Fund. The principal requirement is to bring together a stable group of capable partners who are all committed to the market validation and in the longer term to the deployment of the innovation concerned.

2 SAIS 2 defines a project as a temporary activity in that it has a set beginning and end in time, and therefore has a clearly outlined scope and set of resources. A project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. See e.g. Project Management Institute (PMI): https://www.pmi.org/.

3. SAIS 2 INNOVATION FUND CALL FOR PROPOSALS 2018/2

The overall objective of the SAIS 2 Call for Proposals 2018/2 (comprising both the SAIS 2 Open Call for Proposals 2018/2/CN and SAIS 2 Call for Proposals 2018/2/FP by invitation only) is to support "enhanced regional innovation cooperation and national innovation systems contributing to inclusive business and development". With this Call for Proposals, SAIS 2 seeks to identify concrete activities with well-defined goals to improve the understanding of innovation ecosystems in the SADC region as well as to enhance the delivery of quality services to entrepreneurs and early-stage enterprises with a particular focus on socially or economically excluded markets. It is important that the proposed activities align with key policies as outlined by the SADC secretariat[3] and SAIS 2 partner countries[4].

The SAIS 2 Innovation Fund Call for Proposals process is a two-stage process: Interested applicants first submit a Concept Note (CN) for evaluation and in a second step – if invited by SAIS 2 – will submit a Full Proposal (FP) for evaluation. After the SAIS 2 Supervisory Board (SvB) has made the decision on the selection of shortlisted Concept Notes, the SAIS 2 Project Management Office (SAIS 2 PMO) sends an invitation to submit a Full Proposal by e-mail only to the selected Project Coordinators. This invitation formally asks the Project Coordinator to prepare and to submit a Full Proposal to the SAIS 2 Innovation Fund on behalf of the Project Consortium.

Project consortiums should note that any additional material sent with the proposal (company brochures, non-financial supporting documents and reports, videos etc.) will be disregarded and not submitted to the evaluation panel. All information that the proposers wish to be taken into consideration in the evaluation must be contained in the electronic application.

3.1 Call for Proposals 2018/2: Full Proposal Stage

In broad terms, the Full Proposal should expand on the content, scope and activities expressed already in the Concept Notes submitted and evaluated during the first phase of the SAIS 2 Call for Proposals 2018/CN.

The Concept Note, detailed the excellence of the proposed activity, e.g. by filling the gap identified in the market through the uniqueness and innovativeness of their proposed solution. In the Full Proposal, applicants are expected to elaborate in more detail on the implementation of the proposed project as well as the impact on both innovation ecosystems and end-beneficiaries. The evaluation of the proposal at this phase puts emphasis on the quality of the work plan including how the project has set its objectives and the means and activities to achieve these.

3.2 Structure of a Full Proposal

The SAIS 2 Full Proposal application has five parts. Full details about preparing these parts are described in Annex 1 Full Proposal Template of this guide. The structure of the Full Proposal is the same for all proposals addressing the SAIS 2 Innovation Fund windows (W1, W2 and W3).

In general, the SAIS 2 Full Proposal application provides a summary of the project, elaborating on the following: What is the product/service and/or process provided (innovation); what are the objectives of the project, how these are achieved and how do they contribute to the SAIS 2 Results Framework presented in a SMART manner (implementation);

3 See: The SADC strategy and Business Plan 2015-2020: Youth Participation and Empowerment for sustainable Development (SADC Youth strategy), revised SADC RISDP 2015-2020, the SADC Industrialisation strategy and road Map 2015-2063, the SADC Protocol on STI, and the Declaration on Youth Development and Empowerment in SADC

4 Botswana, Namibia, South Africa, Tanzania, Zambia

the potential primarcy and secondary long-term effects produced by the project including beneficiaries (impact); the partnership structure in the project; expected resources required (Project and Consortium Data). It is also important to understand whether the project is part of an on-going project already being funded by other entities or whether it is a standalone project. SAIS 2 can support existing and/or replication of activities as long as there is no duplication of resources between the funding sources.

3.2.1 Part 1 Innovation[5]

Innovation is a new or improved product, service or process brought to the market. It can also be the creation of new value and/or capturing value in a new way, or comprise actions which, when implemented, lead to positive effective change. It is important to differentiate between ideas and inventions compared to innovation: While invention requires the creation of new ideas, processes and products, innovation involves going one step further and requires implementation of the invention in the market.

The target beneficiaries of the SAIS 2 Innovation Fund are Innovation Support Organisations. These are registered entities that provide services and assistance to entrepreneurs and other role-players operating in innovation ecosystems. Innovation support organisations can also play an important role in orchestrating different types of cooperation amongst various actors within and between innovation ecosystems; for example, the exchange of knowledge and transfer of good practice can help entrepreneurs and other innovation roleplayers understand what works and why it works in different contexts.

The Full Proposal application should show the potential of recently identified needs in the user population. They should emphasise the validation of the assumed provision of a new or improved product/ service/ process at the market (proof-of-concept) rather than develop a completely new technology or an idea.

The SAIS 2 Innovation Fund does not support the following:

- Projects that exclusively focus on research.
- Projects that exclusively focus on market surveys.
- Projects that exclusively focus on policy development.
- Projects that exclusively focus on capacity building or training.

The Full Proposal application should clearly establish that it is an early-stage project that seeks to validate the feasibility of proposed new product/service/processe at the market. Alternatively, the project proposed can be based on an already existing, well-functioning product/service/process that is to be replicated in a new market and/or in another SADC country.

For SAIS 2 projects, the proposed product/service/process model should at least already exist as a concept or prototype level and be intended to seek a proof-of-concept in at least one SAIS 2 partner country. Information content on the proposed concept/prototype must be available. If the project entails a mature service seeking validation in new markets, the intended market(s) should be located in at least one SAIS 2 partner country or SADC member state outside those where the service is already in use .

5 SAIS 2 understands innovation in line with OECD definition as new and significantly improved products (goods and services) and processes. SAIS 2 stresses the importance of the use of technology in the innovation process. Hence, the focus of SAIS 2 support to innovation needs to focus on "technologically" new or improved products and processes. It follows that, "A technological product innovation is the implementation/ commercialisation of a product with improved performance characteristics such as to deliver objectively new or improved services to the consumer. A technological process innovation is the implementation/adoption of new or significantly improved production or delivery methods. It may involve changes in equipment, human resources, working methods or a combination of these."

At this part of the application, the proposers should clarify how the product/service/process aligns to the SAIS 2 definition of innovation. Who are the beneficiaries identified by the project? How would they benefit from the innovation provided by the project? How will the service/product be used? How will it be sustained in the future? Who will pay the cost? (e.g. end-user/ public authority/mixed model)?

3.2.2 Part 2 Project Implementation

This is the core of the Full Proposal application. Applicants are reminded that the SAIS 2 Innovation Fund supports the innovation process at any of the following stages of development:

1. Proof of concept: Piloting of a concept that targets beneficiaries in a specific market to gain an early, real-world assessment of the technical and financial viability of the proposed product/service/process

2. Testing impact and delivery: Testing a concept for social impact, improved outcomes and/or market viability, as well as operational refinement leading to sustainability and/or scaling.

3. Scaling-up: Adaptation of an existing product/service/process to new contexts or geographical areas within the SADC region.

It follows that the emphasis of the SAIS 2 Innovation Fund project should be on validating the assumed technology and business model of the new or improved product/service/process to the market. The project can seek support – for example - to identify the target market and to verify the demand of the proposed innovation (concept or prototype) and its technical features amongst the users/clients. SAIS 2 projects can also seek to verify the positioning and value of the proposed innovation amongst clients as well as to validate the assumptions on how the innovation will be delivered and what kind of resources are needed to sustain it on the market. Regardless, the final deliverable of a SAIS 2 Innovation Fund project should include a validated product/service/process and a business plan.

In this section the application should present project objectives in a SMART[6] manner.

This part of the proposal should establish that the project is feasible, well-planned and sufficiently resourced and can be implemented in the proposed timeline. The application should answer, for example, the following questions:

1. Is the project economically, technically, socially and environmentally viable? Are the identified risks and mitigation measures identified and balanced in an objective manner (PESTLE Analysis)?

2. Can the work plan be implemented and objectives achieved in time and with the resources proposed in the application?

3. Is the approach/methodology/design of the project appropriate for the successful implementation? Is it described to the extent that it can be replicated and/or scaled?

3.2.2.1 Results Based Management and the Results Chain Approach

SAIS 2 Programme works on the principle of Results Based Management[7] (RBM). RBM involves shifting the project management approach away from focusing on inputs, activities and processes to focusing more on the desired results.

6 S - specific, M - measurable; A - achievable, action-oriented; R - realistic, relevant; T - time-based, trackable
7 See the guide on Results Based Management (RBM) in Finland's Development Cooperation - Concepts and Guiding Principles (https:/um.fi/documents/35732/48132/results_based_management_rbm_in_finland_s_development_cooperation.

The key tool in RBM is the results chain approach, which can be used for designing projects. A results chain is defined as the causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives beginning with inputs, moving through activities and outputs and culminating in outcomes, impacts and feedback. The principle in this approach results in the creation of a results framework as it defines outputs, outcomes and impacts as three different levels of results.

Figure 1: Results Chain Approach

INPUT	ACTIVITY	OUTPUT	OUTCOME	IMPACT
The financial, human and material resources used for the development intervention.	Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilised to produce specific outputs.	The products, capital goods and services which result from a development intervention, may also include changes resulting from the intervention which are relevant to the achievement of outcomes.	The likes or achieved short-term and medium-term effects of an intervention's outputs.	Positive and negative primary and secondary long-term effects produced by a development intervention, directly or indirectly, intuited or unintended.

3.2.2.2 The Results Framework

All projects will be required to create a Results Framework as part of their application (See Annex 5). The results framework will measure the implementation of the project by detailing its outcomes, outputs and activities with indicators assisting in monitoring and evaluating the progress made. A results framework is an articulation, often in a matrix form, of the causal logic and expected results of a project. It is a planning and management tool that will bring consensus among the beneficiaries, implementors and other stakeholders and will guide the implementation of the project. The results framework can also be used to guide corrective adjustments to outcomes, outputs, activities, the reallocation of resources and to re-evaluate assumptions that have been made in project implementation.

The project results framework is set up following the logic of outcomes, outputs, activities and indicators (see Fig 2).

Results framework: A results framework is an articulation, often in a matrix form, of the causal logic and expected results of a project. It is a planning and management tool that will bring consensus among the beneficiaries, implementors and other stakeholders and will guide the implementation of the project. For further definition on outcomes, outputs and activities please refer to Figure 1.

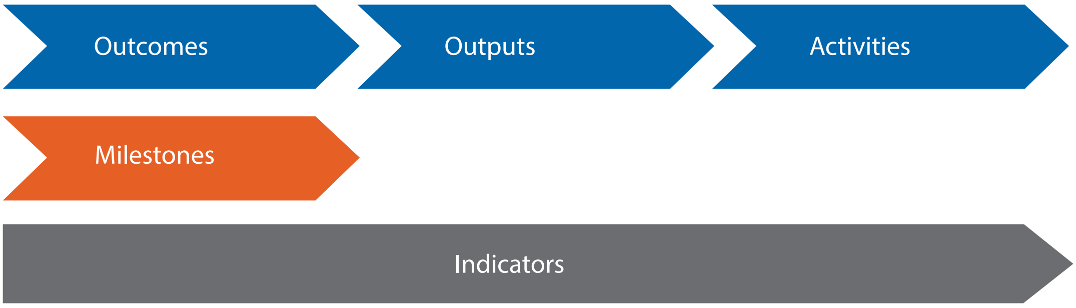


Figure 2: Results Framework components

Indicators are the measurable variable used as a representation of the associated (but non-measured or non-measurable) factor or quantity. Indicators provide

- A way to measure, indicate, point out or point to with exactness;
- Something that is a sign, symptom or index of;
- Something used to show visually the condition of a system.

Milestones: The first step in building a results framework is to define the milestones for the project (See Annex 5). In SAIS 2, milestones are defined as specific points along a project timeline (mid-term, ending) that are used to report and monitor the progress both at outcome and output level. A milestone can be an achievement of outcome and/or collection of one or several outputs. SAIS 2 uses Milestones as checkpoints to distribute the grant (in tranches) against the results achieved and thus a milestone should also include tangible status reports of both technical and financial progress made. Milestones are considered complete when the agreed set of outputs linked to it are achieved.

Milestones are decided by the Project Consortium and dphasing of them should reflect the lifespan of the project. In general, the number of milestones should not exceed a maximum of 4 for W2 projects and 3 for W1 and W3 projects.

The SAIS 2 PMO is responsible for monitoring whether the project is on track with regards to the achievement of its expected outcomes and outputs within the agreed budget. SAIS 2 applies results-based funding, which means that funding is provided to project implementers after delivery and verification of the project results, per each milsetone

The progress and financial reports of the Project Coordinator serve as a basis for the monitoring, evaluation & learning activities at SAIS 2 Programme level. Selected project indicators should be derived from these and included in the Full Proposal template (see 2.1 Contribution to the SAIS 2 Results Framework).

The project indicators should be reported in the SAIS 2 Milestone Reports & Final Reports as part of the monitoring, evaluation and learning system provided by SAIS 2 PMO. For reference purposes, the Project Coordinator should read the Results Framework for the SAIS 2 Programme (see: SAIS 2 Summarised Programme Document & Results

Framework, 2nd Edition November 2018). For effective reporting, it is important that there is a link between the SAIS 2 Innovation Fund project level indicators and the SAIS 2 programme level indicators and results.

3.2.2.3 The Gantt Chart

A GANTT chart together with the Milestone Budget Table (see Annex 2) is requested as part of Full Proposal application submitted for funding. Such a plan helps to understand both the phases of project execution and interlinkages of activities as well as the controlling of the resources used in the implementation i.e. how and when a project's objectives are to be achieved. Critically, it also shows the connection between major achievements and deliverables as well as the activities and resources required in the project per Project Coordinator and Project Members. As such, a Gantt chart also explains who in the Project Consortium is responsible for which activity and when it will be delivered with what type of expected outcome.

3.2.3 Part 3 Project Impact

SAIS 2 understands a result in line with the UNDP definition, which defines results as changes in a state or condition that derive from a cause-and-effect relationship. These changes are referred to as impacts, which are positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. For SAIS 2 it is important that the proposed innovation will patch an identified gap or fulfills a need in a chosen market. Innovation can, for example, further contribute to enhanced delivery of (public) services. It is important that the proposed innovation is improving the position of socially, economically and/or demographically excluded populations.

Gender. For SAIS 2, the definition of gender is that adopted from the World Health Organisation (WHO, 2002) whereby the characteristics of women and men are described as socially constructed, as opposed to sex that refers to those characteristics that are biologically determined. Gender is thus the learned behaviour making up gender identity and determining gender roles. In line with the WHO (2002) definition, Gender equality is the absence of discrimination based on a person's sex in opportunities, the allocation of resources, or access to services. Gender equity then refers to the fairness and justice in the distribution of benefits and responsibilities between women and men. The concept of Gender recognizes that women and men have different needs and power and that these differences should be identified and addressed in a manner that rectifies the imbalance between the sexes. Applicants should consider whether the project consortia are gender balanced and/or indicates gender mainstreaming in its implementation.

SAIS 2 adopts the **Human Rights Based Approach (HBRA)** from the MFA Guidance Note, 2015 as it pertains to development cooperation. Finland considers the HRBA and the Results Based Management Approach (RBM) complementary and compatible. Applying HRBA requires that human rights principles and commitments are used in planning processes when defining the output, outcome and impact indicators included in results frameworks. The concept of HBRA is drawn from international, regional and national instruments that regulate actions and protect individuals. Human rights are agreed standards to protect human dignity including civil, political, as well as social, economic and cultural rights. Human rights are considered to be interrelated, interdependent and indivisible; provide equality and non-discrimination; enable participation and inclusion; exercise accountability and advocate transparency. SAIS 2 is applying these principles in the specific context of innovation and entrepreneurship by asking whether the solution proposed in the projects have an impact on a socially, economically or demographically excluded population, e.g. youth, women or the disabled.

Finally, it is important to demonstrate how the project contributes to the **Sustainable Development Goals (SDGs)** and related sub-level targets. The Sustainable Development Goals (SDGs), are a universal call to action to end poverty, to protect the planet and to ensure that all people enjoy peace and prosperity. These 17 Goals build on the successes of the Millennium Development Goals while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large.

3.2.4 Part 4 Project and Consortium Data

This section describes a set of forms which collect the necessary administrative information about the proposal and the proposers, e.g. Project Coordinator's and members names, consortium partner's names and addresses. This part of the application also includes annexes related to the financial part of the proposal, including the total grant funding requested from the SAIS 2 Innovation Fund divided by consortium partners, as well as the relevant cost categories.

This part will establish understanding on how dependent the project is on SAIS 2 funding. How large a share of financing is requested as a grant and is there other funding in place to support the project?

The SAIS 2 Full Proposal budget must be drafted in the format described in this guide (Annex 2 Project Budget table). Besides detailing the project budget into relevant cost categories, this table explains how large a share of financing is requested as a grant as per project consortium member as well as if there is other funding in place to support the project. Project members are also required to detail their level of co-financing commitment to the project (see Annex 3 Co-Financing Commitment Letter), and stipulate how much co-financing each member is contributing to implementation.

Project costs must be calculated in accordance with the conventions in the proposal forms. All costs should be actual costs; as an example, commercial charges for personnel or notional charges for voluntary staff are not accepted; only actual recorded salary costs are accepted. The costs which the grant amount is calculated should be justified and credible regardless of the other funding sources available for the project (or consortium partners).

Importantly, this section also includes documentation showing the financial viability of the consortium i.e. Project Coordinator should present the Financial Statements (Balance Sheet and most recent Profit & Loss Statement) and a forecast of their revenue and expenditure for the next two years. These documents form part of the actual proposal and must be in the possession of the Project Coordinator. The SAIS 2 PMO can request them at any time during the evaluation/negotiation process. Failure to comply with this request can lead to the proposal's disqualification from the process.

To be eligible, the applying consortium must include participants from at least one SADC member state other than that of the Project Coordinator. The Project Coordinator is required to be registered as a legal entity in a SAIS 2 partner country.

All partners in a consortium must be legally established and have the financial and personnel resources to participate in the proposed project. All partners in the consortium must agree to the submission of the proposal and to participate in the project, should it be selected for funding.

Finally, the Project Manager is expected to have the relevant qualifications and sufficient experience for project implementation and therefore the curriculum vitae together with supporting documentation will be requested as part of the application.

3.2.5 References

References from previous clients the Project Coordinator and Project Members have worked with will be requested as part of the application. Do note that providing references is voluntary. A maximum of 3 references can be presented from each member of the project consortium. All references should be no older than 5 years.

4. SAIS 2 PROPOSAL SUBMISSION TOOL

4.1 SmartME

SAIS 2 uses the SmartME online platform for the preparation and submission of Proposals at both Concept Note and Full Proposal stage. This tool is available to applicants as a link on the SAIS 2 website (www.saisprogramme.org).

The SmartME system is an online system for managing the SAIS 2 Innovation Fund. The SmartME tool works to improve the efficiency of the Project Consortium by automating many aspects of the application process; it provides the team with easy access to all the relevant information pertaining to the Proposal and allows Project Consortia to focus on the implementation of the projects, thereby reducing administrative duties by half. Submission of a Proposal on paper is not possible and can only be done through the system. The Project Coordinator receives an email-response via the system as to whether the CN submission was successful or not. The successful CN applications are invited to submit a Full Proposal.

Applicants can log into the SmartME system and start their Full Proposal with the same log in details used for the Concept Note, once they have been invited to the Full Proposal phase . An applicant can draft, complete and submit a Full Proposal without the need to store any documentation or lose any unsaved work. All additional documentation can be uploaded onto the system and remains available to the applicant as long as it is needed. Only the Project Coordinator can submit the Proposal. The Project Coordinator receives an email-response via the system as to whether the FP submission was successful.

External evaluation –External Evaluators will conduct the technical evaluation of applications and score them through the SmartME system.

The SmartME system covers the following processes after the Call for Proposals process is closed:

- Reporting – All reporting at the Call for Proposals as well as the Project Implementation stage takes place on the SmartME online platform. The system is able to generate graphics and other visuals to draw up both project progress and financial reports.

- Monitoring and Evaluation – Please note that this phase will not be completed on the SmartME system, and will be designed by participants.

- Knowledge Management Platform – The knowledge platform will allow for projects to have all their project information in once place for easy storage and access for the project and its consortia, SAIS 2 PMO and the extended team, including e.g. the SAIS Supervisory Board (SvB) and Focal Point Representatives.

4.2 System Registration

1. Use the same log-in credentials that were created in the Concept Note application stage to log into the platform.
2. Sign into the system and begin the Full Proposal application
3. Applicants can at any time log out of the system and return to the same access point.

4.3 Support, Helpdesk and User Guides

The SmartME system has a helpdesk support function. This function is located on the applicant's page once logged onto the system. The helpdesk responds to a query within 48 hours.

4.4 Privacy of Applicant Data

All data entered into the SmartME system is secure. All operations and practices regarding the collection, storage and processing of personal information are in accordance with the EU Data Protection Directive 95/46/EC and the Finnish law 22.4.1999/523 implementing the Directive.

ANNEXES

Annex 1:
FULL PROPOSAL TEMPLATE

Full Proposal Application

The completion of the Full Proposal application is the second stage of the process in the SAIS 2 Call for Proposals 2018/2. The Full Proposal looks in more detail at the expected impact of the project on both innovation ecosystems and beneficiaries. This stage explores the quality of the work plan proposed and how the project has set the means and activities to achieve the objectives.

Documentation Review

Please read the following documents before filling in the application. Note the guidelines for the Full Proposal application.

1. SAIS 2 Innovation Fund Manual 2017-2021, November 2018
2. SAIS 2 Call for Proposals (2018/2)
3. SAIS 2 Summarised Programme Document & Results Framework, 2nd Edition November 2018
4. SAIS 2 Guide for Applicants 2018/2/FP (Full Proposal)

Project Overview

Part of this section is pre-filled with information from the Concept Note. Please note that any changes proposed at this stage need to comply with the guidelines as stipulated in the Innovation Fund Manual.

Project Title *

Full Proposal Application Summary

Provide a summary of the project, elaborating on the following:
- What is the product/service and/or process to be provided;
- What are the expected results and developmental impacts of the project;
- Who are the beneficiaries of the project;
- What are the project objectives and how they contribute to the SAIS 2 Results Framework presented in a S.M.A.R.T manner (To make your objectives S.M.A.R.T., they need to conform to the following criteria: Specific, Measurable, Attainable, Relevant and Timely);
- The need of the project and why SAIS 2 grant funding is necessary to achieve the project's goals;
- If and how the project contributes to national and or regional policies and or strategies for innovation;
- The partnership structure in the project and how this contributes to regional collaboration;
- Whether the project is part of a series of an on-going project being funded by other entities or whether it is a standalone project;
- Whether any of the information in the Concept Note is amended in the Full Proposal and if so, state the reason why and how.

Summary *

Has any of the information in the Concept Note application been changed or amended? *

- Yes
- No

If yes, detail all substantial changes from the Concept Note application into the fields below. To add individual amendments, click on 'Add Row.'

Amendment Category/Title	Description of Amendment
Detail the relevant amendment category/title in the Concept Note where the amendment has occurred.	Describe the amendment to the original plan in detail - state why the amendment was necessary.

Add row

Call Windows *

- Stronger Ecosystems
- Scaling Enterprises
- Inclusive Innovations

Country of Implementation *

Project activities are to be implemented in a minimum of two SADC member states of which one has to be a SAIS 2 partner country.

- Botswana
- Namibia
- South Africa
- Tanzania
- Zambia
- Angola
- Democratic Republic of Congo (DRC)
- Lesotho
- Madagascar
- Malawi
- Mauritius
- Mozambique
- Seychelles
- Swaziland
- Zimbabwe

Implementation Period *

Months

Verify the right implementation period for the Call Window i.e. 12-18 months for W1 and W3, 18-24 months for W2.

Total Project Budget *

Euros

State the cost of the project in its entirety, inclusive of SAIS 2 funding.

SAIS 2 Grant Requested *

Euros

State the funding amount for the project requested from the SAIS 2 Innovation Fund. Note the minimum and maximum grants per Call Window stated in the Innovation Fund Manual.

Sector Focus *
- Tourism
- Health
- Energy
- Education
- Government Services
- Agriculture
- Information and Communication Technologies
- Urban Development
- Other

If Other, please specify

Is the project a stand-alone project, or a part of on-going projects/activities? *
- Stand-alone project
- Part of on-going projects/activities

If the proposed project is part of on-going projects/activities, please elaborate.

Present the objectives of the larger project. Explain how support from SAIS 2 would independently but also contribute to the achievement of the larger project. Elaborate on how the potential risk of overlapping resources with the larger project can be avoided. Explain the efforts that have been taken to solicit resources from other organisations involved in similar work; as well as the efforts planned to be undertaken during the implementation period of the project.

Has funding from other alternative/complementary sources been applied to for the same project? *

Please select

If yes, explain how the potential overlap of funding and other resources will be avoided.

Please indicate the origin/source of alternative/complementary funding.

Part 1 Innovation

1.1 Innovativeness of Project *

SAIS 2 understands innovation in line with the OECD definition (see Oslo Manual) as new and significantly improved products (goods and services) and processes. SAIS 2 also emphasises the use of technology in the innovation process. It follows that a technological product innovation is the implementation/commercialisation of a product with improved performance characteristics - such as to deliver objectively new or improved services to the consumer. A technological process innovation is the implementation/adoption of new or significantly improved production or delivery methods. It may involve changes in equipment, human resources, working methods or a combination of these.

1.2 Describe the Project Beneficiaries *

SAIS 2 grant beneficiaries are Innovation Support Organisations, while end-users and end-beneficiaries are likely to be early-stage entrepreneurs, citizens and other innovation actors in the ecosystem. Innovation Support Organisations are registered entities that provide services and assistance to entrepreneurs and other role-players operating in innovation ecosystems. These organisations also play an important role in orchestrating different types of cooperation among various actors within and between innovation ecosystems; for example, the exchange of knowledge and transfer of good practice can help entrepreneurs and other innovation role-players understand what works and why it works in different contexts.

1.3 Intellectual Property (IP) Rights *

If relevant to the proposed project, describe the intellectual property rights of the product/service and or process. If not relevant, simply state, 'Not Applicable.'

1.4 Long-term Sustainability *

What is the long-term plan for the project after SAIS 2 funding has ended? What will be the next developmental stage for innovation and how will this stage be financed? Specify the role of the different project partners at this stage - will they help finance and sustain the next phase after SAIS 2 funding ends?

Part 2 Project Implementation

2.1 Contribution to the SAIS 2 Results Framework *
How does the project contribute to the SAIS 2 Result Areas? (Indicate which output corresponds to your project. Note that you can choose more than one output).

- 1.1. Improved staff and organisational capacity in the innovation support organisations
- 1.2. Improved capacity of innovation support organisations to provide relevant and up-to-date training on innovation
- 1.3. Increased knowledge-sharing and cooperation between staff of innovation support organisations in the participating countries
- 1.5. Dissemination and awareness raising mechanisms developed for boosting innovation development within the region
- 1.6. Foresight approaches adopted to support policy development in cities
- 2.1. New and improved products, services or processes brought to the market
- 2.2. New coaching and mentoring system mechanisms for innovation support adopted, including potential new markets identified and surveyed 2.3. Improved expertise on innovation management among innovation support organisations, entrepreneurs and potential entrepreneurs
- 3.1. Expertise and understanding on inclusive innovation in institutions strengthened
- 3.2. Innovation projects started to develop products and services for vulnerable and excluded sections of the population
- 3.3. Specific training and coaching provided to potential inclusiveness project creators, entrepreneurs and the disadvantaged

Please elaborate on your above selection. *

Please describe how the proposed project contributes to the selected SAIS 2 Result Areas.

Results Based Management and the Results Chain Approach
SAIS 2 works on the principle of Results Based Management (RBM). RBM is defined by the OECD/DAC as a management strategy focusing on performance and achievement of outputs, outcomes and impacts. The key tool in RBM is the results chain approach. SAIS 2 understands the results chain approach in line with the OECD/DAC definition that defines a results chain as the causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts and feedback. The results chain approach guides the development of a projects results framework.

2.2 Project Objectives *

Describe the projects general and specific objectives. Ensure the objectives are S.M.A.R.T. i.e. Specific, Measurable, Attainable, Relevant and Timely.

2.3 Project Outcomes *

List the projects outcomes. An outcome is the likely or achieved short-term and medium-term effects of an intervention's outputs.

2.4 Project Outputs *

List all the outputs of the project. In relation to an outcome, outputs can be the products, capital goods and services which result from a development intervention and may also include changes resulting from the intervention which are relevant to the achievement of outcomes.

2.5 Project Activities *

List all the activities of the project. Both outcomes and outputs require activities to be achieved - activities can be defined as actions or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilised to produce specific outputs.

2.6 Project Approach and Methodology *

Elaborate on the approach and the methodology adopted to achieve project objectives and the needed resources for implementation of the project. Indicate the roles of the partners with regards to the implementation of the project.

2.7 Please provide a GANTT chart for the proposed project (in PDF or picture format). SAIS 2 valuates a GANTT chart as a visual view of tasks that are scheduled over the course of an activity or project. GANTT charts are used as a way of showing what work or task is scheduled to be done during a specific time frame and the interlinkages between them. Please name the attachment as "GANTT chart_your project ID".

Upload Gantt Chart *

Attach this document as one PDF.
Accepted formats: PDF (.pdf), Image (.jpg, .png, .bmp, ...)

2.8 Mention all the project partners involved, explaining their role in the implementation. To add more partners, click 'Add Row.'

2.8.1 Partner Organisation Name *	2.8.2 Partner Type *	2.8.3 Description of Partner Role *
	Please select	
		Briefly detail the role of the partner in the implementation of the project.

Add row

2.9 Use the PESTLE Analysis to determine the risks that will influence the project. (PESTLE = Political - Economic - Social - Technological - Legal and Environmental). A PESTLE analysis is a framework or tool used to analyse and monitor the macro-environmental (external marketing environment) factors that have an impact on an organisation.

2.9.1 Describe the anticipated Risk. To add more items, click on, 'Add Row.' *

State the risk that you feel may affect the proposed project.

2.9.2 Risk Type *	2.9.3 Risk Level *	2.9.4 Risk Management *
Please select	Please select	
The risk type is based on the PESTLE analysis.	High Risk is on a scale of 5, Medium Risk is on a scale of 3, Low Risk is on a scale of 1.	Describe how the proposed project will manage the anticipated risk.

Add row

Part 3 Impact

SAIS 2 defines a result in line with the UNDP definition, which defines results as changes in a state or a condition that derive from a cause-and-effect relationship. These changes are referred to as impacts, which are positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

3.1 How will the proposed project fill a gap or need in the market and/or lead to improved service delivery? *

3.2 Gender Equality

For SAIS 2 the definition of gender is that adopted from the World Health Organisation (WHO, 2002), whereby the characteristics of women and men are described as socially constructed, as opposed to sex that refers to those characteristics that are biologically determined. Gender is thus the learned behaviour making up gender identity and determining gender roles. In line with the WHO (2002) definition, Gender equality is the absence of discrimination based on a person's sex in opportunities, the allocation of resources, or access to services. Gender equity then refers to the fairness and justice in the distribution of benefits and responsibilities between women and men. The concept of Gender recognizes that women and men have different needs and power, and that these differences should be identified and addressed in a manner that rectifies the imbalance between the sexes.

Describe how the proposed project contributes to the inclusion of women and in the promotion of gender equality in all its activities. To add more activities, click on 'Add Row'.

3.2.1 Activity Description	3.2.2 Gender Impact *
Describe what activity the project will undertake to contribute to gender equality.	Describe the specific output of the proposed project activity.

Add row

3.3 Human Rights Based Approach (HRBA)

SAIS 2 adopts the Human Rights Based Approach (HRBA) from the Ministry for Foreign Affairs of Finland (MFA) Guidance Note (2015) as it pertains to development cooperation. Finland considers the HRBA and the Results Based Management Approach (RBM) complementary and compatible. Applying HRBA requires that human rights principles and commitments are used in planning processes when defining the output, outcome and impact indicators included in results frameworks. The concept of HRBA is drawn from international, regional and national instruments that regulate actions and protect individuals. Human rights are agreed standards to protect human dignity including civil, political, as well as social, economic and cultural rights. Human rights are considered to be interrelated, interdependent and indivisible; provide equality and non- discrimination; enable participation and inclusion; exercise accountability and advocate transparency.

Ministry for Foreign Affairs of Finland's International Human Rights Policy

https://um.fi/finland-s-international-human-rights-policy

Please review the Ministry for Foreign Affairs of Finland's International Human Rights Policy using the above link for additional information.

Describe how the proposed project contributes to human rights protection. These protections can be related to civil, political, social, economic as well the the protection of cultural rights. To add more activities, click on, 'Add Row.'

3.3.1 Activity Description *	3.3.2 Human Rights Impact *
Describe what activities the proposed project will undertake that will contribute to the protection of human rights.	Describe the specific output of the proposed project activity.

Add row

3.4 Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs), are a universal call to action to end poverty, to protect the planet and to ensure that all people enjoy peace and prosperity. These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large.

Refer back to your Concept Note application for the selected SDGs for the proposed project. Elaborate how the proposed project will contribute to the SDG and provide details on the outputs of the proposed project that align to the chosen SDG. Also look at specific targets under each SDG and indicate whether project activities contribute towards these.

3.4.1 State the SDG that aligns to your proposed project. *	3.4.2 Project Activities and Outputs *	3.4.3 Mention the specific targets under each SDG and state whether the mentioned activity contributes to it. *
Refer back to your concept note for the SDG that aligns to your proposed project.	Detail specific project outputs that will align with the chosen SDG. Include statistics where possible.	For Example, one of SDG 8's specific targets is Target 8.6 - By 2020, substantially reduce the proportion of youth not in employment, education or training - does your project contribute to this?

Add row

Part 4 Project and Consortium Data

4.1 Project Coordinator

4.1.1 Name of organisation *

Registered name of the organisation

4.1.2 Country of Registration *

Please select

4.1.3 Type of Organisation *
- Private company
- Public organisation
- Non-governmental Organisation (NGO)
- Social Enterprise
- University/Research institute
- Non Profit Organisation
- Other

Please specify

4.1.4 Short Description of the Organisation *

Provide the Organisation profile in brief

4.1.5 Street or Postal Address *

4.1.6 Zip Code

4.1.7 City *

4.1.8 Country *

4.1.9 Website

4.1.10 Project Manager *
Name and surname of the individual responsible for project at Project Coordinator entity

4.1.11 Position/Job Title *
Position of Project Manager at Project Coordinator entity e.g. Founder, CEO, manager, etc

4.1.12 Email address *

4.1.13 Phone number *

Email address of Project Manager

4.1.14 Gender of Project Manager *

Please select

4.2 Other Partner(s)
Click "Add Row" below and fill out the same information for every project partner including support and sub-contractors where known.

4.2.1 Name of Partner Organisation *

4.2.2 Country of Registration *

- Botswana
- Namibia
- South Africa
- Tanzania
- Zambia
- Angola
- Democratic Republic of Congo
- Zimbabwe
- Swaziland
- Seychelles
- Mozambique
- Mauritius
- Malawi
- Madagascar
- Lesotho
- Other

Please specify

4.2.3 Type of Organisation *

- Private company
- Public organisation
- Non-governmental Organisation (NGO)
- Social Enterprise
- University/Research Institute
- Non Profit Organisation
- Other

Please specify

4.2.4 Short Description of the Organisation *

Provide the Organisation profile in brief

4.2.5 Partner Category *

Please select

4.2.6 Website

4.2.7 Street Address / Postal Address *

4.2.8 Zip Code *

4.2.9 City *

4.2.10 Country *

4.2.11 Contact Person *

Name and Surname of Contact Person within the Partner Organisation

4.2.12 Contact Person's Position / Job Title *

Gender of Contact Person *

Please select

Add row

4.3 Project Implementation Budget
The budget for the duration of the project is required in detail. Please read the SAIS 2 Innovation Fund Manual for a complete list of ineligible and eligible costs, as well as what costs are to be included in the project budget. The template of the project budget will be sent to the email address stipulated during the completion of your concept note. It is also available as part of the Annexes in the SAIS 2 Guide for Applicants 2018/2/FP. Please submit the budget in PDF format and name the document as "Project Budget_your project ID"

Upload Project Implementation Budget *

Attach this document as one PDF. Accepted formats: PDF (.pdf)

4.4 Level of Co-financing
Submit a signed commitment letter specifying the committed co-financing from all co-financiers. All project members are required to stipulate the amount of their co-financing, together with their respective information and signatures. The template of the signed commitment letter is available as part of the Annexes in the SAIS 2 Guide for Applicants 2018/2/FP. Please submit the letter in PDF format and name the letter as "Commitment letter_your project ID".

Co-Financing Commitment Letter *

Attach this document as one PDF. Accepted formats: PDF (.pdf)

4.5 Legal, contractual arrangements
List all the relevant legal, contractual arrangements that will be necessary for the implementation of the proposed project. Indicate when these will be obtained. Examples include - Project Consortium agreements between project partners, consultancy agreements, service provider agreements, or any other agreements that may affect the implementation of the proposed project. To add more arrangements, click 'Add Row.'

4.5.1 Description of required legal/contractual arrangements. *	4.5.2 Is the arrangement in place? *	4.5.3 If not, what is the current status? When will the legal/contractual arrangements be expected to be in place? *
	Yes No	

Add row

Upload Relevant Legal/Contractual Documentation *

Upload any consortium agreements, consultancy agreements, service provider agreements or any other agreements here. Upload all agreements as one scanned PDF file. Attach these documents as one PDF. Accepted formats: PDF (.pdf)

4.6 Relevant permits, licences and approvals
If relevant, list all the relevant permits, licences and approvals that will be required for the implementation of the proposed project (national, local or other applicable requirements). State whether these requirements have been obtained or not, as well as the expected deadline for the fufilllment of these requirements. To add more permits/approvals, click on 'Add Row.' An example of a required permit could be an Environmental Impact Assessment (EIA).

4.6.1 Describe the required permits/licences/approvals necessary. *	4.6.2 Has the permit/licence/approval been granted? * If not applicable to your project, simply state NOT APPLICABLE.	4.6.3 If the permit/approval/licence has not been granted, what is the current status? When is the arrangement/contract/approval expected to be in place? *
If no licences or permits are needed, state NOT APPLICABLE	○ Yes ○ No ○ Not Applicable	If not applicable to your project, simply state NOT APPLICABLE.

Add row

Upload Relevant Permits, Licences and Approvals

Upload all acquired relevant permits, licences and approvals required for the implementation of the proposed project concept here. Attach these documents as one PDF. Accepted formats: PDF (.pdf), Image (.jpg, .png, .bmp, ...)

4.7 Financial Viability

4.7.1 Upload your organisation's Balance Sheet and Profit & Loss Statements from the last two years.

a) Balance Sheet *

Attach a copy of the balance sheet for the last financial year for which the organisation's accounts are closed. Please name the attachment as "Balance sheet_your project ID". Attach this document as one PDF. Accepted formats: PDF (.pdf), Image (.jpg, .png, .bmp, ...)

b) Profit and Loss Statement *

Attach a copy of the profit and loss statement for the last financial year for which the organisation's accounts are closed. Please name the attachment as "Profit and Loss Statement_your project ID". Attach this document as one PDF. Accepted formats: PDF (.pdf), Image (.jpg, .png, .bmp, ...)

4.7.2 Revenue & Expenditure Forecast: Submit a forecast of your organisation's revenue and expenditure for the next two years. Please name the document "Revenue and expenditure forecast_your project ID".

Summary and Forecast of Expenditure and Revenue *

Attach this document as one PDF. Accepted formats: PDF (.pdf), Image (.jpg, .png, .bmp, ...)

4.8 Project Manager's Curriculum Vitae

Attach the Curriculum Vitae and supporting qualification certificates of the Project Manager. *

Attach these documents as one PDF. Please name the document as "Project Manager CV_your project ID". Accepted formats: PDF (.pdf), Image (.jpg, .png, .bmp, ...)

Part 5 References

5.1 Should you wish to include references from previous clients, a maximum of 3 references can be presented from each member of the project consortium. All references should be no older than 5 years (Note that this section is optional).

Project Coordinator and Project Members References. To add more references, click on, 'Add Row.'

5.1.1 Name of Organisation

5.1.2 Value of the Contract

Euros

5.1.3 Country of Implementation

5.1.4 Organisation Contact Person

5.1.5 Contact Person Email Address

5.1.6 Contact Person Telephone Number

5.1.7 Contract Duration

Months

5.1.8 Total Number of Staff on the Project

Add the total amount of your organisations staff that worked on the project.

5.1.9 Briefly describe the project and the services that were provided to the organisation.

Add row

5.1.10 Reference documentation

Submit reference proof for the references provided above (optional).

Attach all documents as one PDF/Image. Accepted formats: PDF (.pdf), Image (.jpg, .png, .bmp, ...)

Confirmation of Submission of Full Proposal

The undersigned has agreed to implement the proposed project in the event of being awarded a SAIS 2 grant. We hereby declare that all the information and statements made in this proposal are true, and accept that any false representation, misinterpretation, or otherwise of the information retained wherein may result in the disqualification of the proposed project. We are of the understanding that the SAIS 2 programme is not bound to finance this project, and have completed this proposal to the best of our knowledge and ability in accordance with the guidelines provided in the SAIS 2 materials.

Attach Project Coordinator Digital Signature *

Annex 2 - A:
FULL PROPOSAL MILESTONE BUDGET TABLE

The Budget Table templates will be shared via e-mail with the applicants invited to submit a Full Proposal. The Budget Tables are filled in the Excel format and uploaded in SmartME.

	MILESTONES									
	Milestone 1			Milestone 2			Milestone 3			Total allocation of work for all milestone
	EUR (total sum of staff costs allocated, events, travel, equipment, etc.)	Date	Deliverables	EUR (total sum of staff costs allocated, events, travel, equipment, etc.)	Date	Deliverables	EUR (total sum of staff costs allocated, events, travel, equipment, etc.)	Date	Deliverables	EUR (total sum of staff costs allocated, events, travel, equipment, etc.)
Project Coordinator (total)										
Activity/Workpackage 1										
Activity/Workpackage 2										
Activity/Workpackage 3										
Activity/Workpackage 4										
Contingency										
Project member 1 (total)										
Activity/Workpackage 1										
Activity/Workpackage 2										
Activity/Workpackage 3										
Activity/Workpackage 4										
Contingency										
Total										

Annex 2 - B:
FULL PROPOSAL MILESTONE BUDGET TABLE

OVERALL ALLOCATION COSTS

	Number of working days (WD)	Average daily cost (EUR) / working day	Total Direct Personnel Costs	Equipment (EUR)	Travel and Accomoda-tion costs	Exteranal Expertise (Subcon-tracting)	Other Expenses				Matching resources (cost of in-kind =/cash contrib-uted to project)		Total matching resources	Total Re-quest Grant (EUR)	Percentage of Total Project Costs
	Insert the total num-ber of work-ing days per project coordinator / member		"Number of WD" * "Average daily cost in EUR"	Equipment (total) should not exceed 5% of the SAIS 2 Innova-tion Fund Grant. If an equipment item with a value of more than 1000 EUR is planned to be pur-chased, the SAIS 2 PMO approval should be received prior to purchase. Negotiable with SAIS 2 PMO.	Manda-tory travel costs: travel related to implemen-tation and par-ticipation in capacity building or-ganised by SAIS 2 and SAIS 2 ASAIF as per the Innova-tion Fund Manual.	Please fill in (EUR) the part of work each member will subcon-tract	Office premises, telecom-munication, Internet	Commu-nication - production digital and or print material and events	Audit fees for the Project	SAIS 2 Project Milestone Review - Onsite evaluation	Cost of in-kind (EUR)	Cash contributed (EUR)	Cost of in-kind + cash contributed	Please fill in the total share of the requested grant in EUR per project coordinator or member	Percentage
Remarks															
Project Coordi-nator															
Project mem-ber 1															
Total															

Annex 3:
FULL PROPOSAL CO-FINANCING COMMITMENT LETTER

[Insert Partners logos Here]
[Insert Date]

To:
The Fund Manager
The Southern Africa Innovation Support (SAIS 2) Programme
Cnr. of Louis Raymond and Grant Webster Street, Olympia
P.O. Box 9020, Eros, Windhoek, Namibia

SUBJECT: CO-FINANCING COMMITMENT LETTER

To the Fund Manager

This is in reference to the SAIS 2 Project Proposal (Insert Proposal Name), which is to be implemented in (Insert Country/Countries of Implementation), by (Provide details of name of organisations of Project Coordinator and Partners). We declare that we are fully committed to contribute co-financing to the project as detailed below:

Type of Co-Financing (Cash/In-kind) Euro Equivalents
(State the specific items you will be co-financing)
Total Co-Financing

We confirm that we have sufficient financial resources available to implement the project in accordance with the procedures stated in the SAIS 2 Innovation Fund Manual.

DECLARATION – We confirm that the above information is correct. We understand that any misrepresentation of the information above may lead to the disqualification of our proposal:

Project Coordinator:

Name:	
Position:	
Organisation:	
Place and Date:	
Signature of Signatory:	

Project Members:

Name:	
Position:	
Organisation:	
Place and Date:	
Signature:	

Project Members:

Name:	
Position:	
Organisation:	
Place and Date:	
Signature:	

Project Members:

Name:	
Position:	
Organisation:	
Place and Date:	
Signature:	

Project Members:

Name:	
Position:	
Organisation:	
Place and Date:	
Signature:	

Project Members:

Name:	
Position:	
Organisation:	
Place and Date:	
Signature:	

(Add more data fields for Project Members as is necessary)

Annex 4:
FULL PROPOSAL EVALUATION CRITERIA

	Weight	Score (0-5)
Criterion 1 – Innovation 1. Does the product/service and/or process align to the SAIS 2 definition of innovation described in the project application? 2. Who are the beneficiaries identified by the project and how would they benefit from the innovation provided by the project? 3. Is the innovation (new or improved product, service and/or process) subject to intellectual property rights? How has the applicant addressed this? 4. Is the long-term plan beyond SAIS 2 financing realistic and geared towards uptake? What are the roles of partners - if any – in safeguarding sustainability/take-up?	20	
Criterion 2 – Project Implementation 1. Can the work plan be implemented and objectives achieved in time and with the resources proposed (See budget and milestone tables) in the application? 2. Are the proposed project outcomes and outputs economically, technically, socially and environmentally viable? Are the identified risks and mitigation measures identified and balanced in an objective manner (PESTLE Analysis)? 3. Are the objectives SMART? 4. Do the project outputs contribute to the SAIS 2 results framework? 5. Does the project plan include the appropriate management structure and a right allocation of tasks & resources per partner? 6. Is the approach/methodology/design of the project appropriate for successful implementation? Is it described to the extent that it can be replicated and/or scaled?	40	
Criterion 3 – Project Impact 1. Does the proposed innovation patch a gap and/or fulfill a need in its chosen market or contribute to improved (public) service delivery? 2. Does the solution proposed have impact on a socially, economically or demographically excluded population, e.g. youth, women or disabled? 3. Is the project consortia gender balanced and/or indicates gender mainstreaming in its implementation? 4. Does the project contribute to the Sustainable Development Goals (SDGs) and related sub-level targets?	20	

	Weight	Score (0-5)
Criterion 4 – Project & Consortium Data 1. Has the project submitted necessary agreements and legal documents as required by the SAIS 2 Innovation Fund Manual? 2. Has the Project Coordinator presented the Financial Statements and/or a forecast of their revenue and expenditure for the next two years? 3. If the project requires special permits for implementation (e.g. EIA, food and/or drug testing permits) are these provided or elaborated in a sufficient manner? 4. Is the budget realistic? How large a share of financing is requested as a grant and is there other funding in place to support the project? 5. Does the Project Manager have relevant qualifications and sufficient experience for project implementation?	20	

Scoring Legend

0 - Ungraded: The Proposal cannot be assessed, fails to address the criteria and is incomplete.

1 - Poor: The Proposal has strong weaknesses and the criteria are inadequately addressed.

2 - Fair: The Proposal addresses the criteria on a basic level; a number of weaknesses are still to be addressed

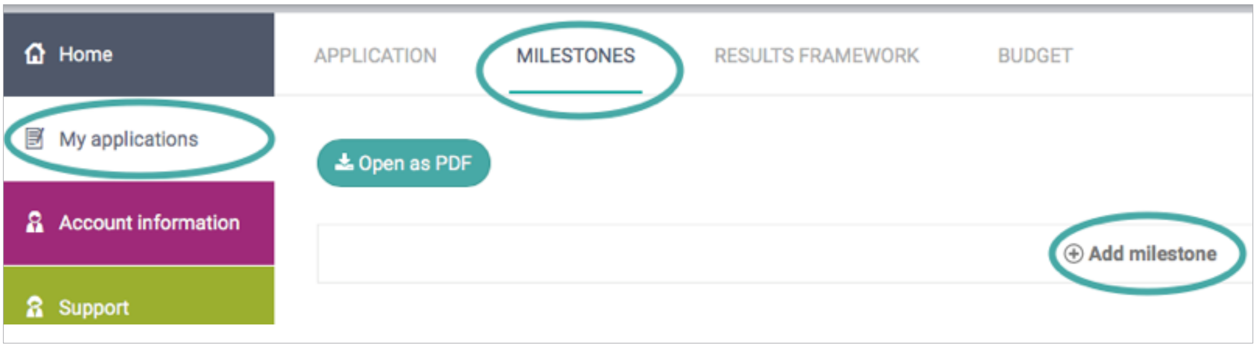
3 - Good: The Proposal addresses the criteria well, with some weaknesses.

4 - Very good: The Proposal addresses the criteria very well, with a small number of weaknesses.

5 - Excellent: The Proposal addresses all the criteria successfully.

Annex 5:
FULL PROPOSAL RESULTS FRAMEWORK GUIDE

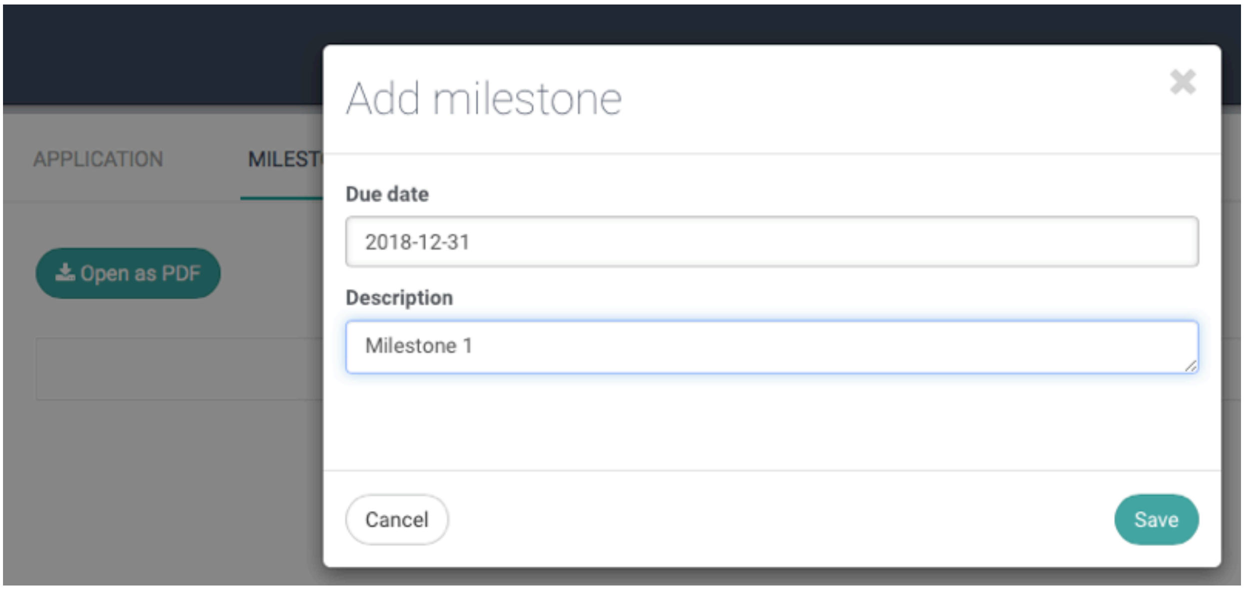
Step 1: Define Project Milestones



The first step in building a results framework is to define the milestones for the project. Milestones are specific points along a project timeline used to report and monitor the progress of a project. The Funds will be disbursed upon completion of milestones, as agreed with the SAIS 2 PMO during project contracting. The projects usually comprise 3-6 milestones. Milestones are defined in the Milestones view, accessible from the top of your application form.

In this section the number of milestones as well as a tentative due date for each milestone need to be set. The dates should be adjusted to a realistic timeline before project implementation is started.

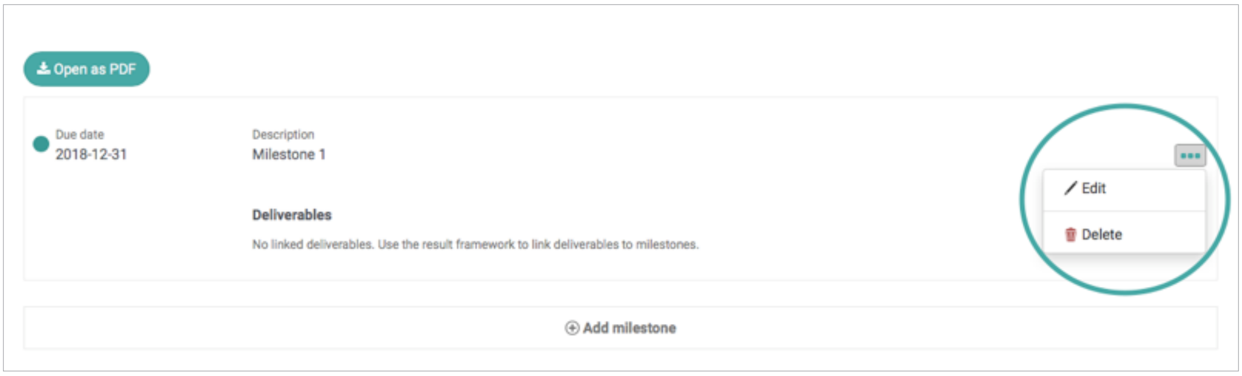
To add a Milestone, click the “Add milestone” button in the Milestones-view. The system will automatically name added milestones as Milestone 1, Milestone 2, Milestone 3 etc.



A due date for the milestone needs to be defined choosing a date from the pop-up calendar, as well as a description of the milestone. The description can simply be the milestone number, i.e. for the first milestone "Milestone 1", for the second milestone "Milestone 2", etc. A list of all added milestones will appear in the milestones view.

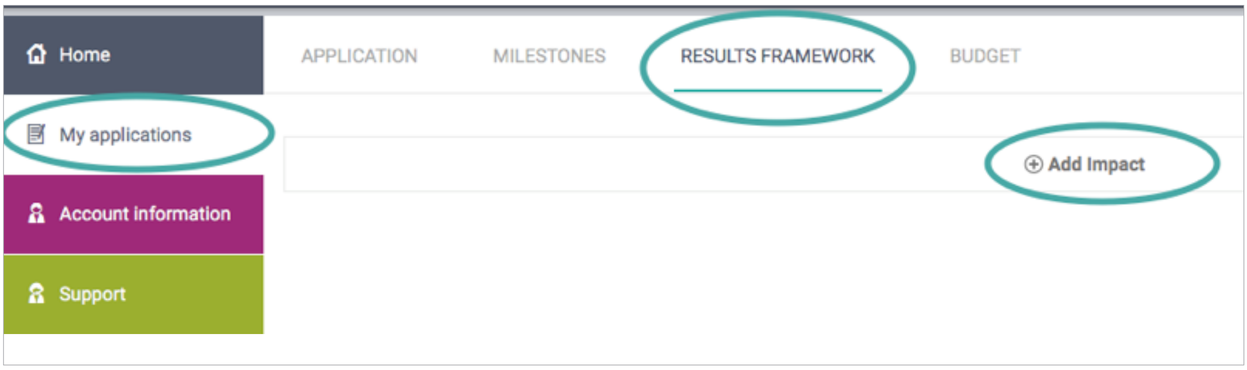
The specific deliverables will be defined when you start building your results framework, and they will automatically appear under each milestone chosen in the milestones-view – however, you will always begin by completing your milestones.

Milestones can be edited and/or deleted by clicking on the box next to corresponding milestone.



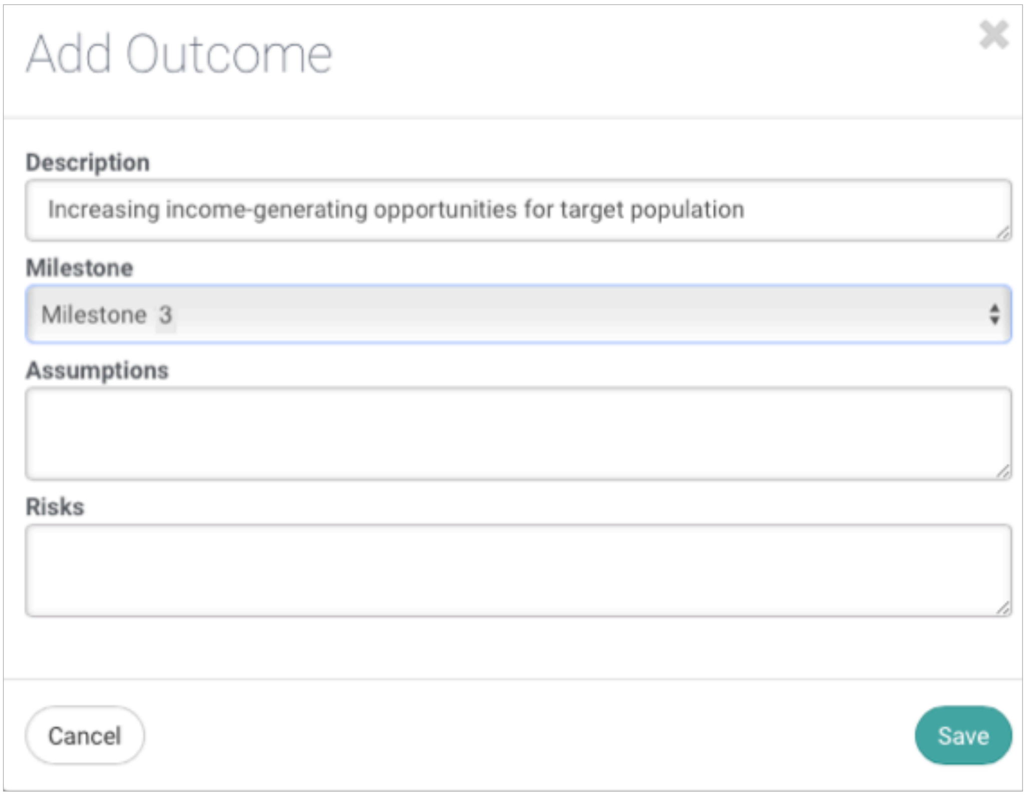
Step 2: Building the Results Framework

The next step in the process is to proceed to the results framework view, where the results framework builder is available. The results framework view is accessible at the top of the application form, right next to the milestones tab. The results framework is built starting from the top-most level of hierarchy, i.e. the outcome level, moving then on to the lower levels of hierarchy (outputs and activities). The following sections explain the details related to each of the levels of hierarchy and how to add these to the results framework builder in SmartME.



Step 3: Add Outcomes

Projects can have one or several outcomes. The project outcomes should link to the SAIS 2 Results Framework (Question 2.1 in the Full Proposal Template). Projects may have additional outcomes beyond the SAIS 2 Results Framework but relevant to Innovation Support. For adding an outcome to the results framework, click on, 'Add Outcome.'

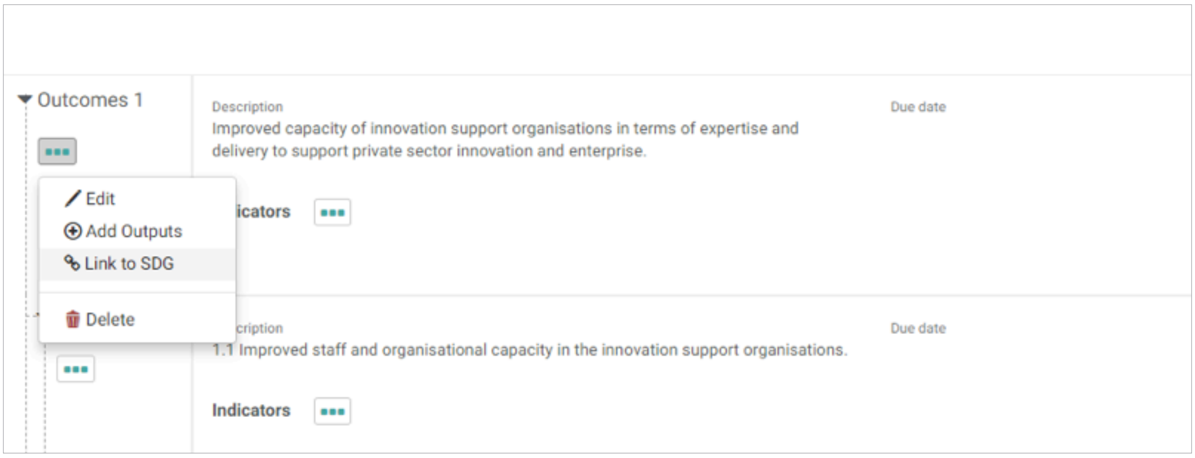


When adding an outcome, the system will ask for the following information:

- Description: This should be the actual expected outcome, for example "Reducing greenhouse gas emissions [within the project's scope]" or "Increasing income-generating opportunities [for target population]"
- Milestone: Choose the milestone (that you previously created) by which the outcome will be completed.
- Assumptions: Include here any assumptions that need to be fulfilled for reaching the outcome. This is an optional field.
- Risks: Insert here all foreseen risks that might limit the probability of reaching the outcome, including planned mitigation measures for reducing the risks. This is an optional field.

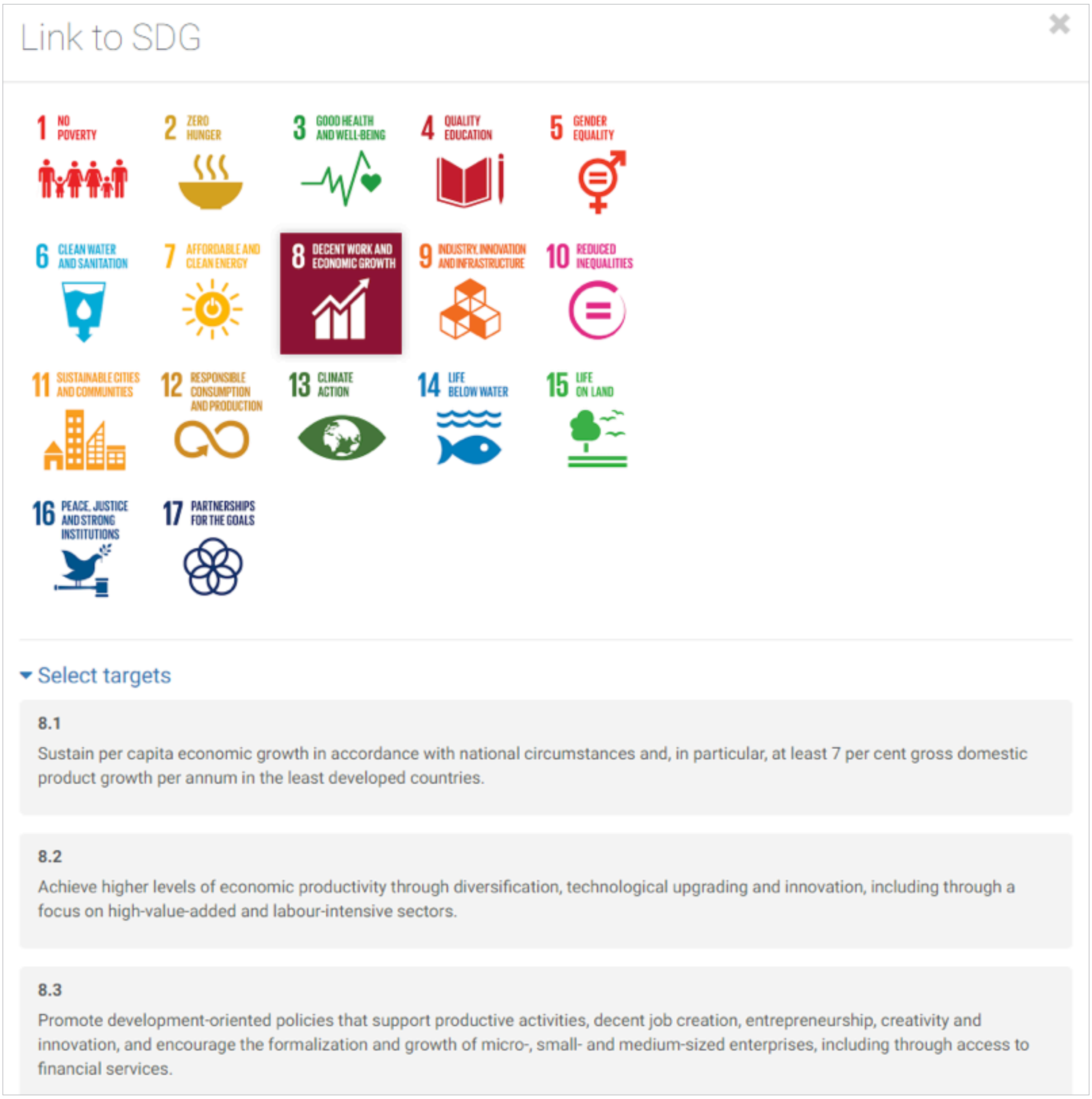
To add more outcomes, repeat the above-described steps. Each outcome will be automatically numbered by the system. You may edit an outcome by clicking on the box under the corresponding outcome number and choosing "edit". It is important to note that even though there is a button for indicators under this section, indicators DO NOT need to be filled in at this stage.

Once an outcome has been created, it should be linked to the relevant United Nations Sustainable Development Goals (SDGs). To link an SDG to an outcome, click on the box under the corresponding outcome and choose the option, 'Link to SDG.'

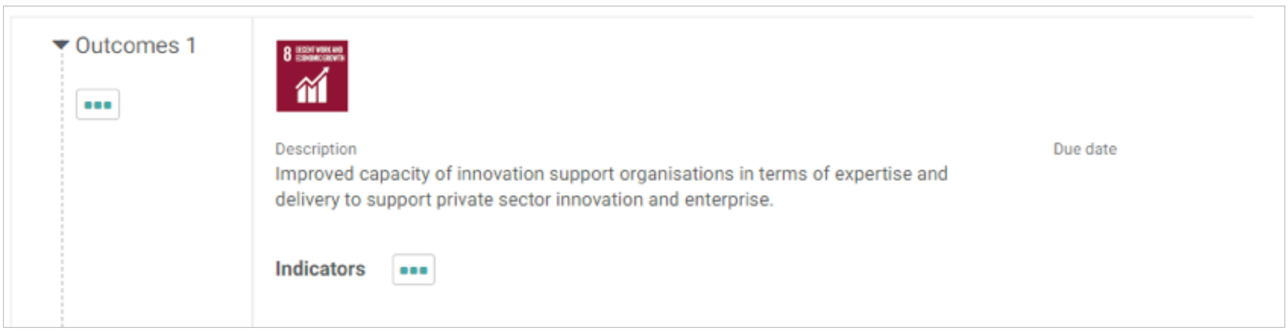


Click on the SDG you wish to link to the outcome. Several SDGs may be selected for one outcome. An SDG should be selected as a whole, as well as with the specific target that it will contribute towards.

To select specific SDG targets (the targets have been defined on a global level by the United Nations for all SDGs), click on 'Select targets' and then select the targets you wish to link the outcome to.

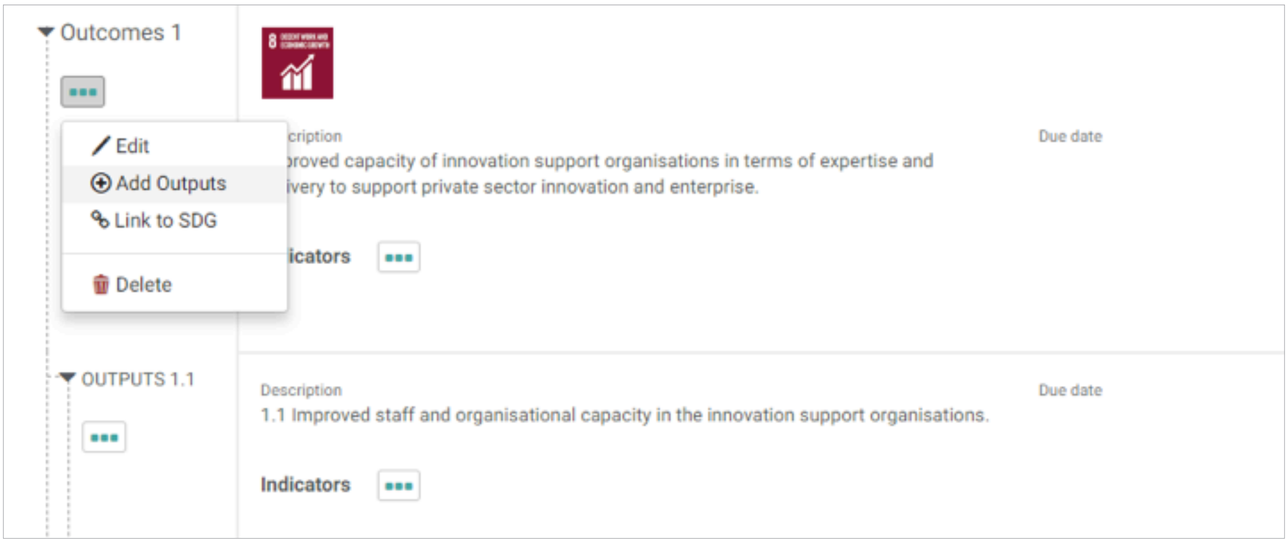


Take note that this section links to question 3.3 in the Full Proposal template. The SDGs linked to each outcome are shown as icons in the results framework. It is important to note that even though there is a button for indicators under this section, indicators DO NOT need to be filled at this stage.

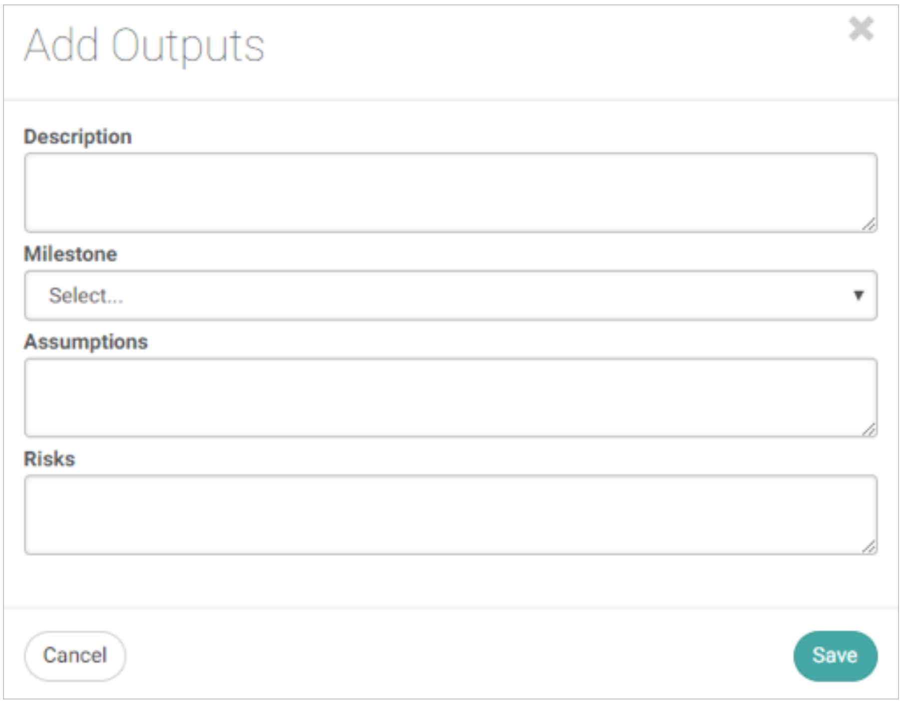


Step 4: Add Outputs

Generally, a project can have several outputs. Several outputs can be linked to one outcome. To add an output to the results framework, click on the box under a specific outcome, and select "Add output".

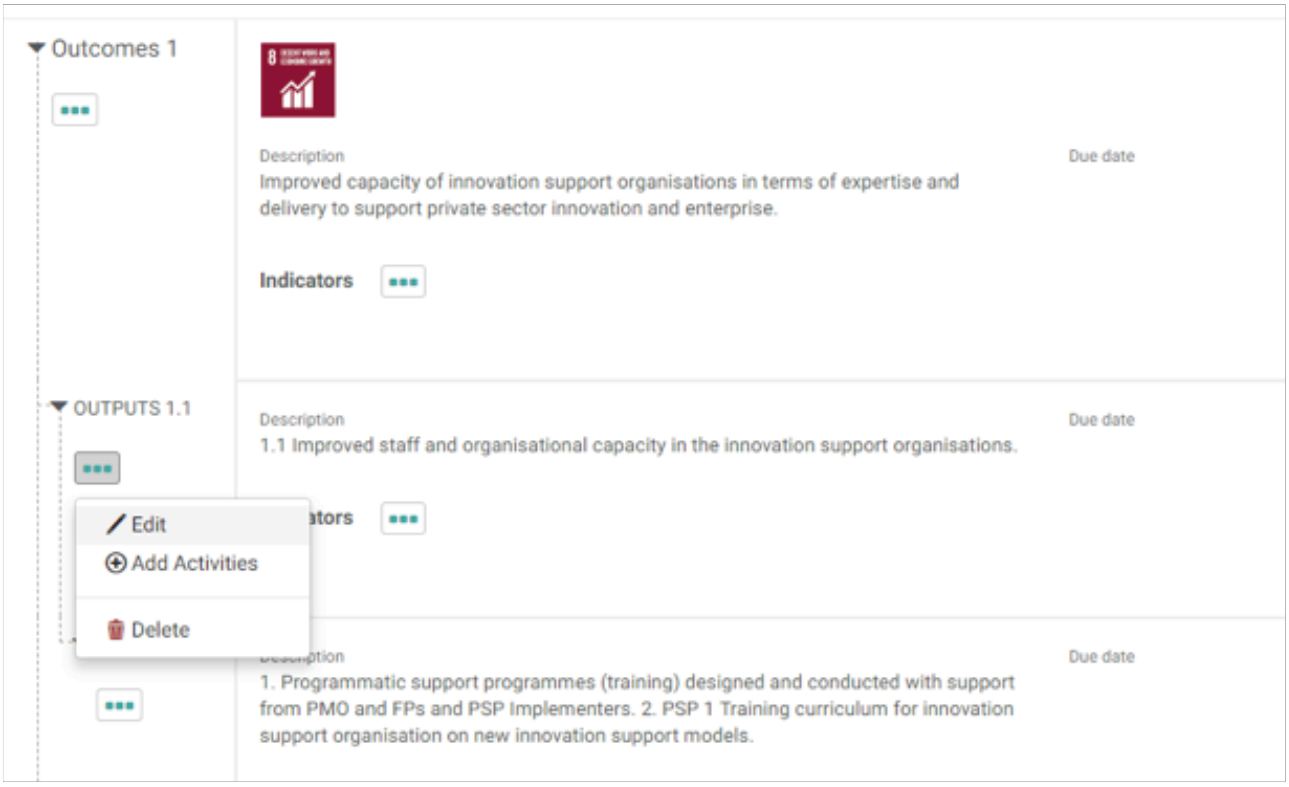


When adding an output, the system will ask for the following information:



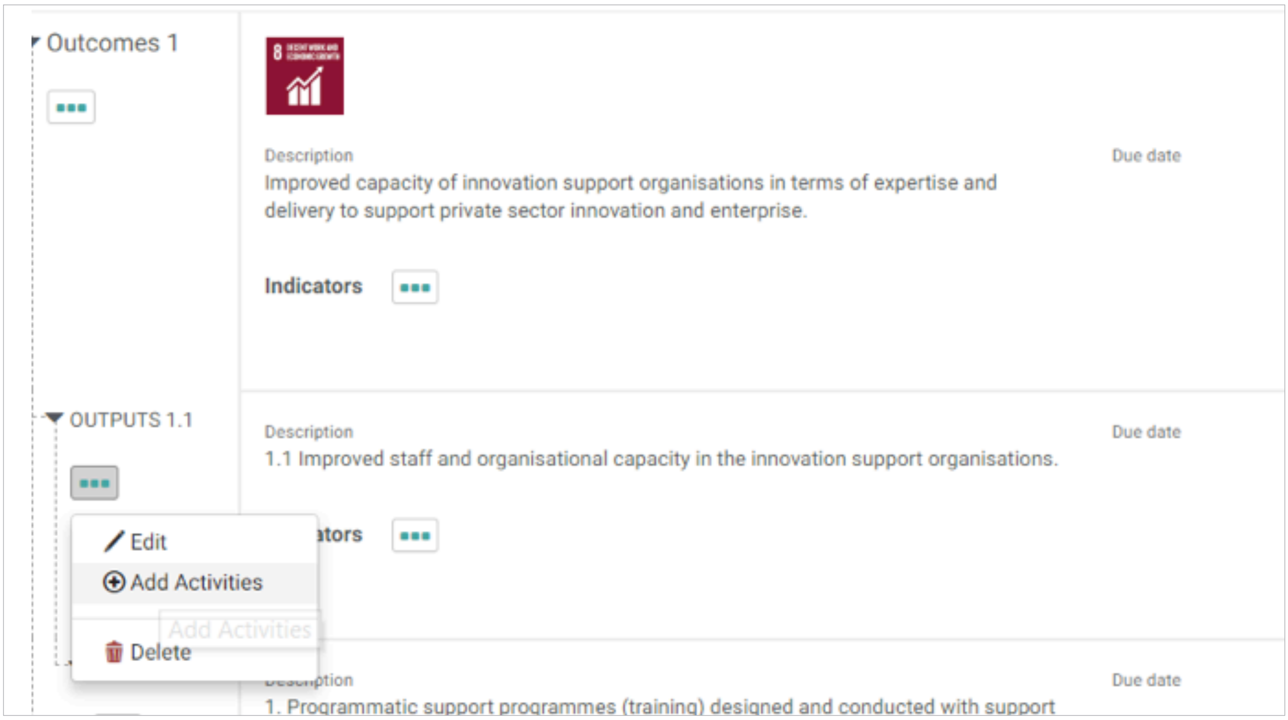
- Description: This should be the expected output, for example "[study] conducted".
- Assumptions: Include here any assumptions that need to be fulfilled for reaching the output. This is an optional field.
- Risks: Insert here all foreseen risks that might limit the probability of reaching the output, including planned mitigation measures for reducing the risks. This is an optional field.

To add more outputs, repeat the above-described steps. Each output will be automatically numbered by the system. Please note that each output must be linked to an outcome in the results framework. You may edit an output by clicking on the box under the corresponding output number and choosing "edit". It is important to note that even though there is a button for indicators under this section, indicators DO NOT need to be filled at this stage.

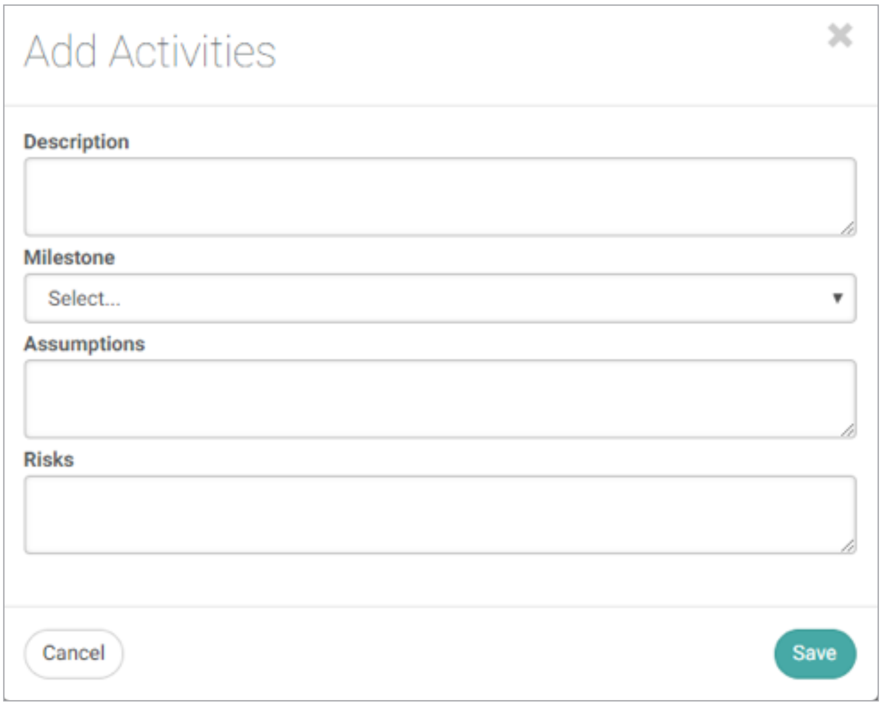


Step 5: Add Activities

Projects usually have several activities. More than one activity can be linked to one output. To add an activity to the results framework, click on the box under a specific output, and select "Add activity".



When adding an activity, the system will ask for the following information:

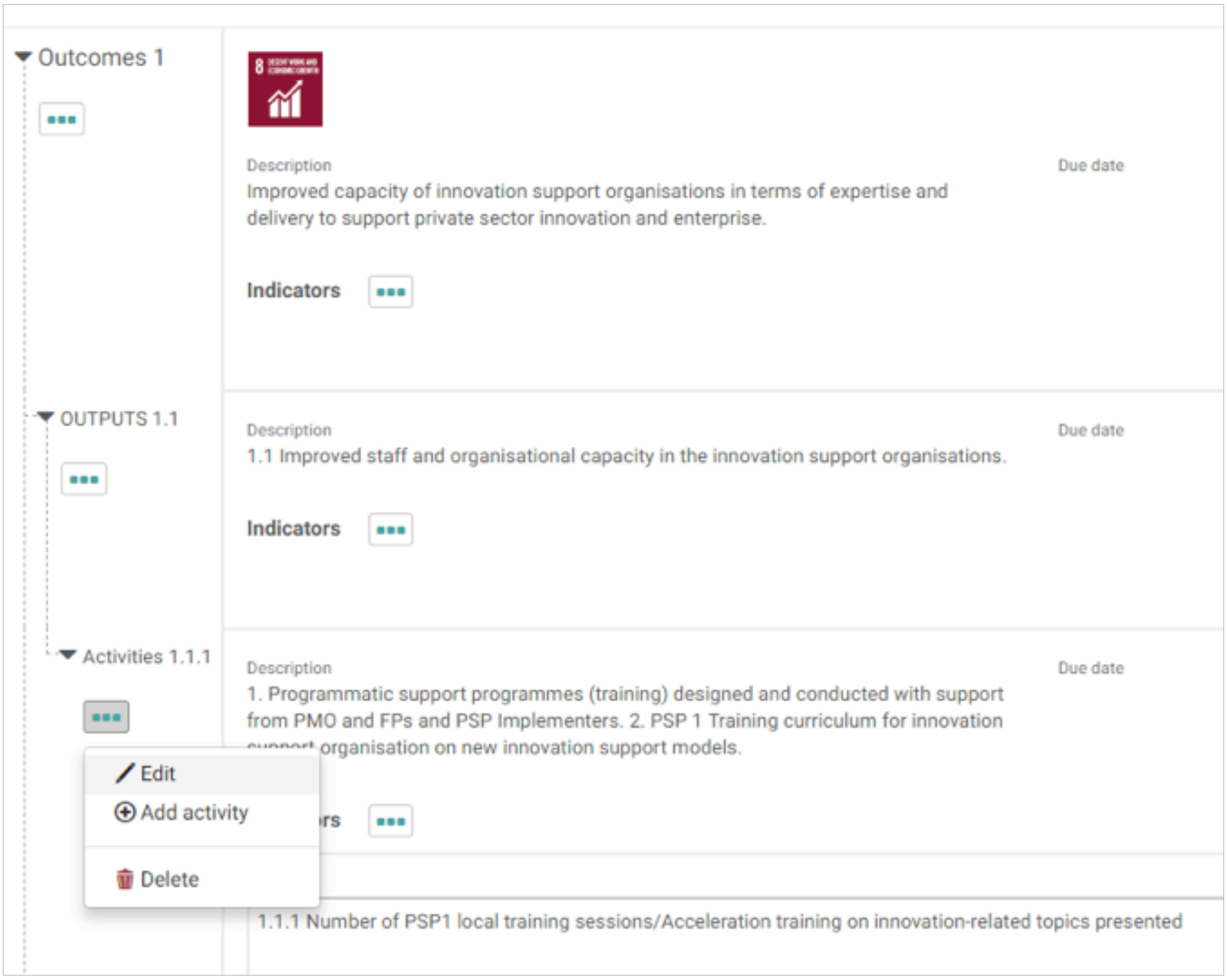


- Description: Here the action to be taken should be shortly described. It can be, for example, “Recruit expert in [field necessary for reaching the project output]” or “Prepare outline of [study]”.
- Assumptions: Include here any assumptions that need to be fulfilled for reaching the activity.
- Risks: Insert here all foreseen risks that might limit the probability of reaching the activity, including planned mitigation measures for reducing the risks. This is an optional field.

To add more activities, repeat the above-described steps. Each activity will be automatically numbered by the system. Please note that each activity must be linked to an output in the results framework.

You may edit an activity by clicking on the box under the corresponding activity number and choosing “edit”.

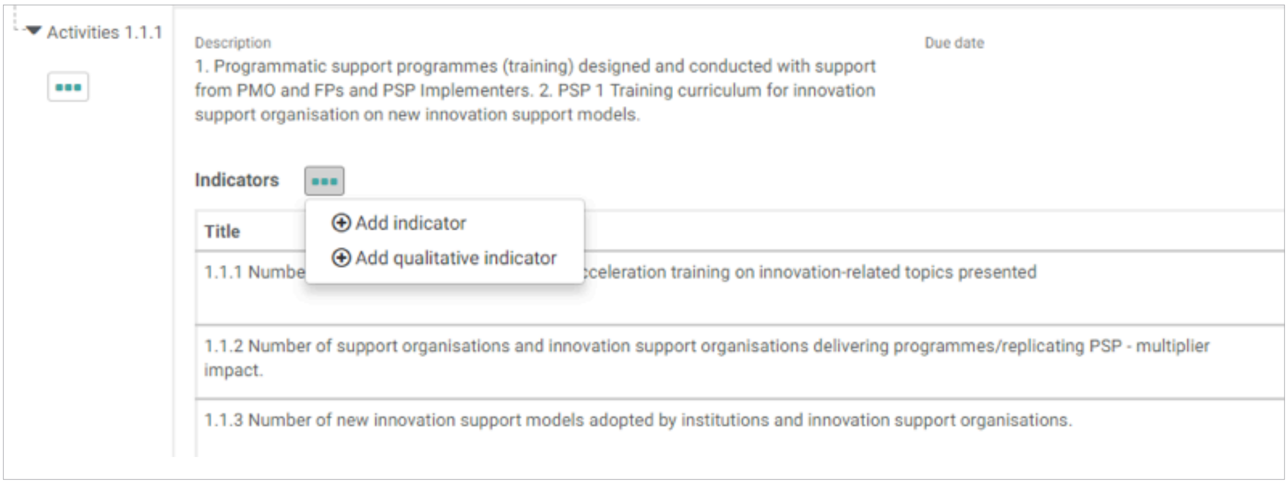
It is under the activity section where you will now ADD INDICATORS.



Step 6: Add Indicators

All activities should have at least one indicator. To add an indicator, click on the box next to the text "Indicators" within the correct activity row, and choose "Add indicator". (Clicking on the same box symbol later allows you to edit the added indicators).

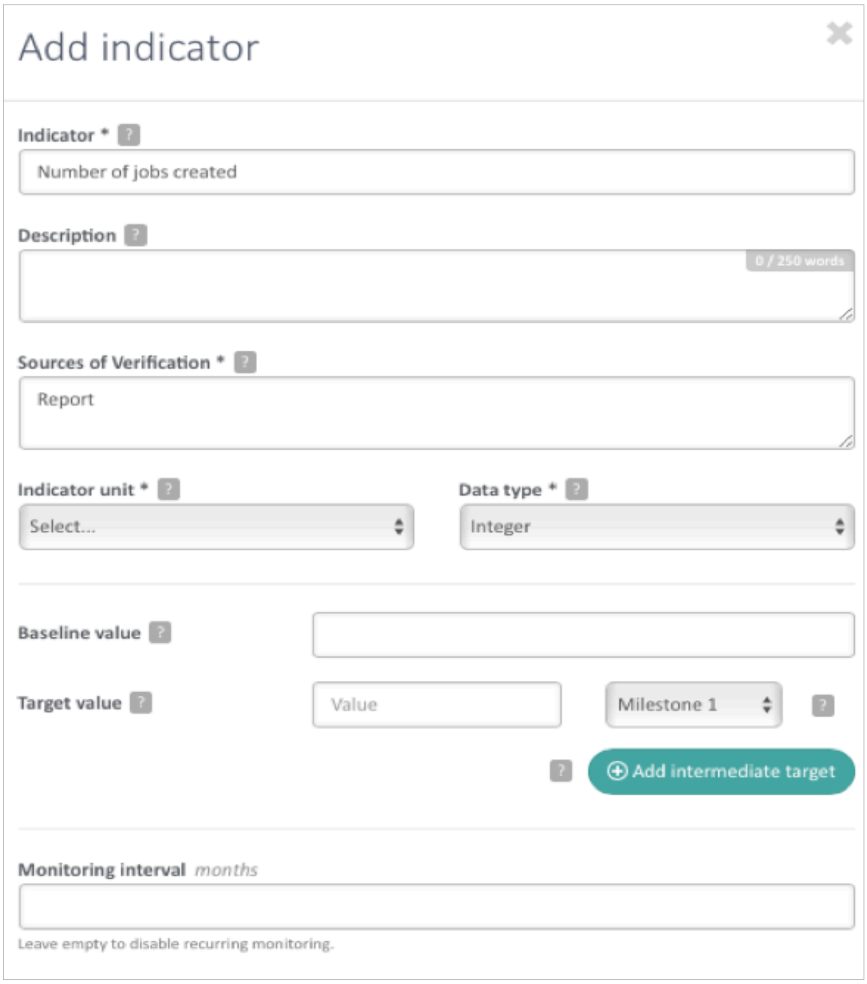
It is important to note that indicators MUST be entered into the system. Indicators are linked to the activities, which are linked to the outputs, which are linked to the outcomes and objectives – the outcomes and objectives are linked to milestones – from which the disbursements of the project will be determined from.

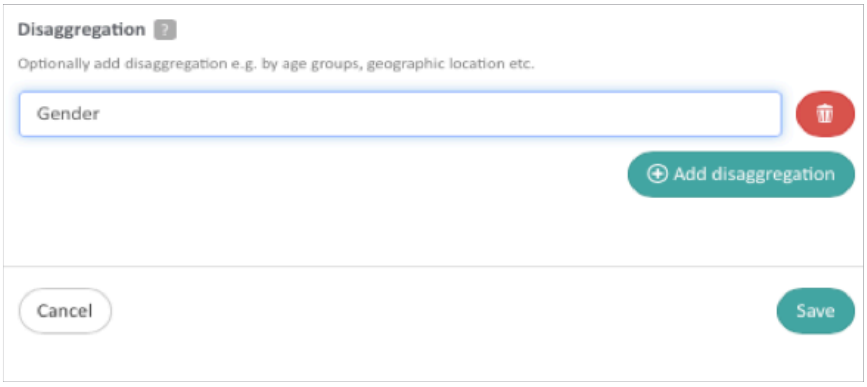


For each indicator, the following information will be asked by the system:

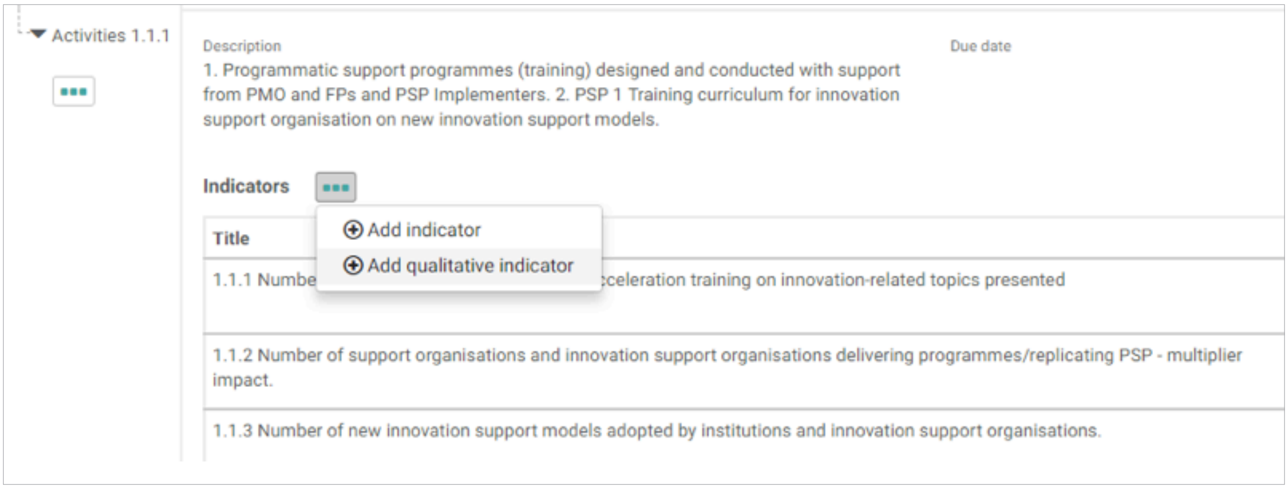
- Indicator: Define the indicator in this field. For the indicators, this could be "number of jobs created". So an indicator could be for example, the, 'Number of participants attending the training (disaggregated by gender and age).
- Sources of verification: In this section sources of information that will be used to verify the project's attainment of the activity and output should be inserted. They can be, as an example, reports, contracts, studies or surveys.
- Indicator unit: This is the unit used for measuring the indicator baseline and target values. For example, for number of participants attending the training, the unit would be 'participants number.' If you need a unit which is not listed in the drop-down menu, please contact the Fund team through the Support-function of the SmartME online application system.
- Data type: The type of indicator data needs to be defined so that all targets are treated in the correct way, e.g. for statistical purposes. One of the options in the drop-down menu should be chosen:
  a. Decimal: Decimal numbers, that can be included either using a dot (.) or a comma (,)
  b. Integer: Whole numbers
  c. Percentage: A share presented in the form of percentage (%)
  d. Proportion/Ratio: A share presented in the form of a proportion or ratio using a numerator and a denominator.

- Baseline value: This is the value of the indicator before starting the project. The baseline value should be set so that it fits within the scope of the project, and so that the target value can directly be compared to it. As an example, the baseline value could be set based on business as usual emissions within the target area of the project, or current number of jobs within the project's scope. In case the baseline value is not yet known at this stage of project development, this field can be left empty.
- Target value: This is the value of the indicator that the project aims to achieve. The target can be set to be reached during the project or at the latest at its completion.
- Monitoring interval: This field can be left empty as the monitoring will be done on a milestones-basis. Ad the end of each milestone, projects will be reviewed to ensure that they have completed all their indicated deliverables (outputs and activities). The interval between these milestones is called the monitoring interval.
- Disaggregation: Note that this is not optional. Each indicator must be measured on a disaggregated level, you can add the title for different disaggregation groups by clicking "Add disaggregation". If, for example, the indicator will be disaggregated by gender, the title for the disaggregation could be "Gender". There is no limit on the number of disaggregations, and therefore an indicator may include several groups of disaggregation (such as gender, age and geographical location). For example, an indicator measuring the amount of decent jobs could be disaggregated both by gender as well as type of job (permanent/seasonal).

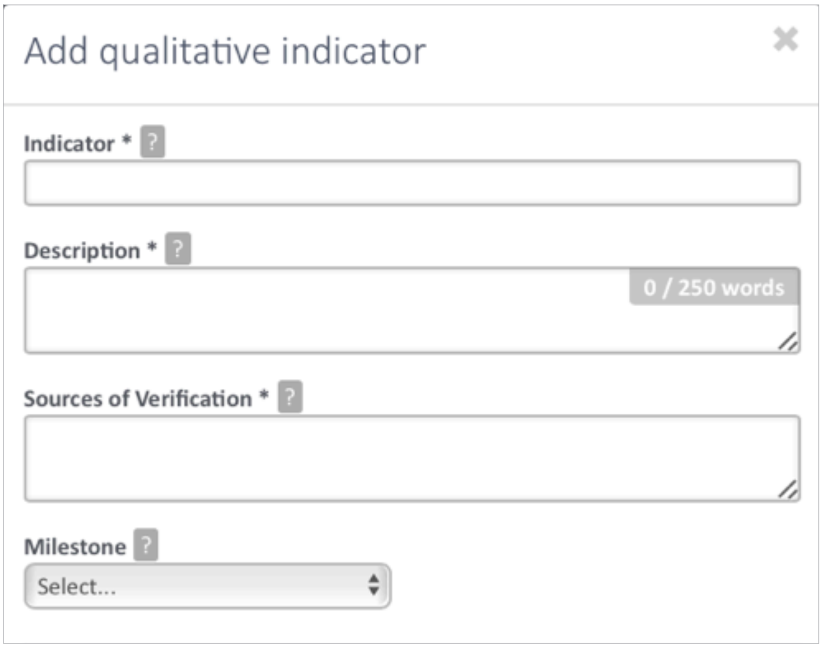


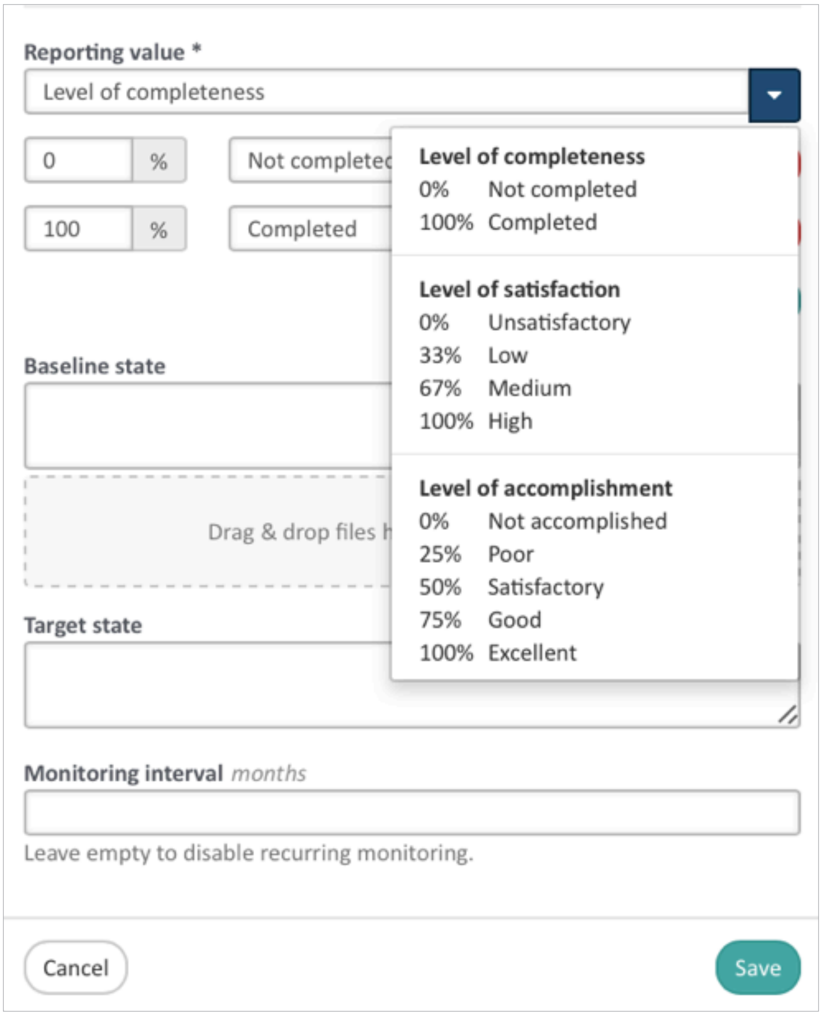


Step 8: Add Qualitative Indicators



The qualitative indicator dialogue has the following fields:





- Indicator: Insert the indicator name. An example of the quantitative indicator can be 'Number of products, or the training report'.
- Description: Further description of technical details or scope of the indicator may be included in this field. This is an optional field.
- Sources of verification: In this section sources of information that will be used to verify the project's actual progress towards its targets should be inserted. They can be, as an example, reports, contracts, studies or surveys.
- Reporting value: The reporting value depends on the nature of the indicator. We define the reporting value to be able to assess the progress of the qualitative indicator in the later stage. Select the most relevant category form the dropdown selection list. You may modify the reporting value according to your needs. The default options include the following:

  a) Level of completeness
  b) Level of satisfaction
  c) Level of accomplishment

- Baseline state: This is the state for your qualitative indicator before starting the project. Additional documents can be uploaded here to present the baseline state.

- Target value: This is the state of the indicator that the project aims to achieve. The target can be set to be reached during the project or at the latest at its completion.
- Monitoring interval: This field can be left empty as the monitoring will be done on a milestones-basis. At the end of each milestone, projects will be reviewed to ensure that they have completed all their indicated deliverables (outputs and activities). The interval between these milestones is called the monitoring interval.

End of Process.

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