

<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <p>UniBRAIN Universities, Business and Research in Agricultural</p> </div> <div style="display: flex; justify-content: center; gap: 20px;">     </div> </div>		
<p>Concept note in support of a request for a grant to support the development of business plan for an agribusiness innovation incubator</p>		
1	submitted by:	<p><i>Consortium Lead Institution:</i></p> <p><i>Contact person:</i></p> <p><i>Title:</i></p> <p><i>Address</i></p> <p>.....</p> <p>.....</p> <p><i>Tel:</i></p> <p><i>Email:</i></p> <p><i>Website:</i></p>
2	to ¹ :	<p>Mr. Ralph von Kaufmann UniBRAIN Technical Coordinator Forum for Agricultural Research in Africa (FARA) PO Box 1160, Karen 00502, Kenya</p> <p>Email: : r.vonkaufmann@fara-africa.org;</p> <p>website: www.fara-africa.org</p> <p>Note that copies should be sent to the persons listed below.</p>
3	Deadline	<p>Electronic submissions must be received by close of work on Friday 14th January 2011</p> <p>A hard copy must be dispatched by an international courier by the same date</p>

¹ Copies should be sent to:

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UniBRAIN
Universities, Business
and Research in
Agricultural



4	Name of proposed consortium	<i>This concept note is submitted by: [Name of proposed consortium goes here]</i>	
5	<p>Lead Institution² [.....]</p> <p>Name of contact person [.....]</p> <p>Name of institution [.....]</p> <p>Contact details: [.....] [.....] [.....] [.....] [.....] [.....] [.....] [.....] [.....]</p>	<p><i>Consortium member institution³</i> [.....]</p> <p><i>Name of contact person</i> [.....]</p> <p><i>Name of institution</i> [.....]</p> <p><i>Contact details</i> [.....] [.....] [.....] [.....] [.....] [.....] [.....] [.....] [.....]</p>	
6	<p><i>Consortium member institution</i> [.....]</p> <p><i>Name of contact person</i> [.....]</p> <p><i>Name of institution</i> [.....]</p> <p><i>Contact details</i> [.....] [.....] [.....] [.....] [.....] [.....] [.....] [.....]</p>	<p><i>Consortium member institution</i> [.....]</p> <p><i>Name of contact person</i> [.....]</p> <p><i>Name of institution</i> [.....]</p> <p><i>Contact details</i> [.....] [.....] [.....] [.....] [.....] [.....] [.....] [.....]</p>	

² The consortium is free to make up its own specific membership but there is a general expectation that it will be comprised of at least one of each of the following: university, agribusiness, agricultural research institution, and innovation incubatees. The membership may also include a farmer organisation, policy making institution, and civil society. The membership will agree on which institution will be the Lead Institution but it must be a duly recognised African institution established in one of the following Danida priority countries; Benin, Burkina Faso, Ghana, Kenya, Mali, Mozambique, Tanzania, Uganda or Zambia.

³ Use more pages as necessary

7	<p><i>Consortium member institution</i> [.....] <i>Name of contact person</i> [.....] <i>Name of institution</i> [.....] <i>Contact details</i> [.....] [.....] [.....] [.....] [.....] [.....]</p>	<p><i>Consortium member institution</i> [.....] <i>Name of contact person</i> [.....] <i>Name of institution</i> [.....] <i>Contact details</i> [.....] [.....] [.....] [.....] [.....] [.....]</p>
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8	General objectives		Suggested number of words
9	The overall goals, objectives and activities of the proposed agribusiness innovation incubator	<i>Summarise the consortium's overall goals, objectives and activities</i>	125
10	Overall purpose	<i>State how the world will be changed as a result of the incubator's establishment.</i>	125
11	Key objectives	<i>State up to four of the incubators most significant objectives.</i>	125
12	<p>Threats and opportunities</p> <p>The status of agribusiness incubation in domain of the proposed consortium</p>	<p><i>Describe the three or four most important constraints and weaknesses in agricultural innovation in the domain of the consortium and indicate why they are important locally and regionally</i></p> <p><i>State why an agribusiness innovation incubator is needed in the area of operation of the proposed incubator. What are the main value chains in the area, what are the constraints and weaknesses in the innovation systems that the consortium will be positioned to overcome? What are the human and institutional capacity deficiencies that are impeding agribusiness-led development? What are the difficulties in exchanging information and sharing resources?</i></p>	250
13	<p>General actions</p> <p>The general problems and weaknesses in the agribusiness value chains and the associated human and institutional capacity with which the incubator will be concerned</p>	<i>In general terms describe how the establishment of an agribusiness innovation incubator would contribute to enhancing capacity for agricultural innovation and the impact that would have. Why is the proposed agribusiness innovation incubator important and to whom? What contribution will this</i>	250

		<i>incubator make to agribusiness-led agricultural development? How will the establishment of an agribusiness incubator help improve agribusiness education? How will resources and knowledge be exchanged between universities, research institutions and private enterprise?</i>	
14	Principal Intervention 1	Development of agricultural business innovations in a conducive institutional setting linking universities, research institutions and private sectors	
15	Client segment	State which incubatees and other clients the incubator will seek to serve in supporting agricultural business development	125
16	Value proposition	State what specifically the incubator will contribute towards solving client problems and needs.	125
17	Channels	State how the incubator will deliver its above value proposition	125
18	Client relationships	State how the incubator will reach out to attract and maintain clients for its services	125

19	Revenue Streams	State how the incubator will aim to become financially sustainable with an indication of the time that will be needed to achieve that.	125
20	Key resources	List the assets that the incubator will have access to, in addition to the requested UniBRAIN grant, that will enable it to deliver its value proposition	250
21	Key activities	State the key activities that the incubator will carry out to deliver its value proposition	500
22	Key partnerships	List the key partnership available to the proposed incubator that will build its critical mass and range of expertise for delivering its value proposition	125
23	Cost structure	A detailed cost structure will be required for the business plan but for this concept note provide a broad indication of the fixed costs that the proposed incubator will at a minimum have to provide for, e.g. governance, management, accounts, audit etc.	125
24	General considerations	State how the incubator will: <ul style="list-style-type: none"> ➤ Be proactive in reaching out to and supporting women and young people in agribusiness. ➤ Indicate the processes that will be utilised for monitoring and evaluating the effectiveness and impact of the incubator 	250
25	Principal intervention 2	Production of agribusiness entrepreneurs and innovators by improving BSc and MSc agribusiness teaching and training	

26	Client segment	State the university colleges, departments and faculties that the AIIC will collaborate with in improving BSc and MSc agribusiness teaching and training	125
27	Value proposition	State what specifically the incubator will contribute towards improving BSc and MSc agribusiness teaching and training.	125
28	Channels	State how the incubator will deliver its above value proposition	125
29	Client relationships	State how the incubator will reach out to attract and maintain university demand for its services	125
30	Revenue Streams	State how the incubator will set about seeking grant or other funding to support interventions for improving BSc and MSc agribusiness teaching and training.	125
31	Key resources	List the assets that the incubator will have access to, in addition to the requested UniBRAIN grant, that will enable it to deliver its value proposition	250

32	<i>Key activities</i>	State the key activities that the incubator will carry out to deliver its value proposition	500
33	<i>Key partnerships</i>	List the key partnership available to the proposed incubator that will build its critical mass and range of expertise for delivering its value proposition	125
34	<i>Cost structure</i>	A detailed cost structure will be required for the business plan but for this concept note provide a broad indication of the costs that can be anticipated in promoting improved BSc and MSc agribusiness teaching and training. This may included the costs of supporting mentorship and internee programmes.	125
35	<i>General considerations</i>	State how the incubator will: <ul style="list-style-type: none"> ➤ Be proactive in reaching out to women and youths to produce competitive entrepreneurs. ➤ Indicate the processes that will be utilised for monitoring and evaluating the success of the consortium in improving BSc and MSc agribusiness teaching and training 	250
36	Principal intervention 3	Sharing and up-scaling innovation outputs, experiences and practices through improved networking and channels of communication	
37	<i>Client segment</i>	There is a distinction between direct recipients and ultimate beneficiaries. How will outputs of incubator be disseminated to target beneficiaries. State with which private sector actor(s) the agribusiness innovation incubator will aim to share and up-scale its innovation outputs experiences and practices	125

38	<i>Value proposition</i>	State what specifically the incubator will do to share and up-scale its innovation outputs, experiences and practices.	125
39	<i>Channels</i>	State how the incubator will deliver its above value proposition	125
40	<i>Client relationships</i>	State how the AIIC will reach out to those with whom it will have derive the greatest mutual benefit from sharing and up-scaling its innovation outputs, experiences and practices	125
41	<i>Revenue Streams</i>	State how the incubator might generate revenues from sharing and up-scaling its innovation outputs, experiences and practices.	125
42	<i>Key resources</i>	List the assets that the incubator will have access to, in addition to the requested UniBRAIN grant, that will enable it to deliver its value proposition	250
43	<i>Key activities</i>	State the key activities that the incubator will carry out to deliver its value proposition	500

42	Key partnerships	List the key partnership available to the proposed incubator that will build its critical mass and range of expertise for delivering its value proposition	125
44	Cost structure	A detailed cost structure will be required for the business plan but for this concept note provide a broad indication of the costs sharing and up-scaling its innovation outputs, experiences and practices.	125
45	General considerations	State how the incubator will: <ul style="list-style-type: none"> ➤ Be proactive in providing women access to its services, innovation outputs, experiences and practices. ➤ Indicate the processes that will be utilised for monitoring and evaluating the success in sharing its innovation outputs, experiences and practices 	250
46	General concluding statements		
47	Impact and beneficiaries	<i>Summarise how the incubator's outputs will have impact, and who (beneficiaries) will benefit, when and how.</i> <i>State how the incubator will support women and youth entrepreneurs and students.</i> <i>Distinguish between immediate impact of research (end of project situation) and longer-term. Ultimately development impacts are those on productivity, environment, biodiversity, social-economic factors. Use subheadings as much as possible, to draw readers' attention to impact.</i>	250
48	Principles of governance, management and operation of the agribusiness incubator	<i>Summarise the arrangements and steps that will be taken to ensure that the agribusiness incubator will be able to function as a commercial enterprise and achieve the objective of becoming self financing within the life of the UniBRAIN grant.</i> <i>State the principles and the proactive</i>	250

		<i>measures that will be taken towards supporting women and young entrepreneurs and job seekers.</i>	
49	Collaborators, co-investors and leveraged funding	<i>Indicate institutions that are interested in collaboration in the proposed activities, actual and potential investors or donors that are supporting value adding activities, ongoing or proposed programmes, projects or initiatives that will add value to the proposed activities and products.</i>	250
50	Strategy for achieving self financing status	<i>State how over the four years of the UniBRAIN grant the incubator will be able to generate sufficient revenues to become independent of Danida funding.</i> <i>Indicate the status of the Lead Institution's policies, rules and regulations in respect of the proposed agribusiness incubator's management and financial system</i>	250
51	Budget	<i>State the total budget (derived from the budget in Annex 1)</i> <i>The budget should reflect the total cost of all the proposed activities. Provide an estimated annual budget using general headings.</i>	

Annex 1 Indicative budget

	Year 1	Year 2	Year 3	Year 4	Total	Contributed by		
						UniBRAIN grant	Consortium members	Generated revenue
Personnel								
Operating								
Equipment								
Training & workshops								
Indirect costs 7%								
Total								

Budget notes:

- i. The budget must be in US\$.
- ii. The total grant should be in the order of US\$ 2 million over four years to cover the costs of, for example:
 - iii. a manager and other essential staff
 - iv. essential facilities and equipment (renting and purchases)
 - v. services such as drawing up contracts, due diligence, market analysis, preparation of business plans
 - vi. training for incubator staff and staff of the consortium member who will contribute to the governance, management and operating of the incubator
- vii. The aim should be to make the incubator self financing as soon as possible so generated revenues should increase over the four years

Annex 2 Consortium members and the assets that will be available⁴

Human and institutional resources	<i>List the main human and institutional resources that would be available for the clients of the incubator to draw on to advance their commercial prospects</i>
Physical assets	<i>List the main physical structures such as laboratories, engineering workshops that the clients of the incubator have to draw on to advance their commercial prospects</i>
List of pipeline technologies and/or processes that could be advanced more rapidly, more widely, or more assuredly, by access to the service that will be offered by the proposed agribusiness incubator	<p><i>List the pipeline technologies and/or processes that could be advanced more rapidly, more widely, or more assuredly, by access to the service that will be offered by the proposed agribusiness incubator.</i></p> <p><i>These should include the innovative technologies and processes in the pipelines of both consortium members and potential incubator client. These may include but are not limited to: consultancy services in disciplines within the capacities of the consortium members, joint research, contract research, business plan preparation, market appraisal, risk assessments, due diligence, assistance in seeking capital, operating and inventory financing, mentoring etc.</i></p>
Other initiatives that could be leveraged to enhance the impact of the incubator	<i>List other programmes, projects or initiatives in which the consortium members are, or are soon to be, engaged in which will add value to the activities indicated in this concept note.</i>

⁴ Use more pages if necessary