



TERMS OF REFERENCE

ASEAN Blue Innovation Challenge

A. General Information

Title	: ASEAN Blue Innovation Challenge
Report to	: Environment Unit, UNDP Indonesia
Target Beneficiaries	: ASEAN Member States and Timor-Leste (11 countries)
Focus Area	: Blue Economy (Climate Issues, Marine Plastic Pollution, Sustainable Fisheries and Sustainable Tourism)
Duration	: April 2024 – March 2025 (11 months)

B. Background

The Association of Southeast Asian Nations (ASEAN) holds a crucial position in global marine biodiversity, boasting a significant portion of vital ecosystems. Specifically, ASEAN encompasses 28% of the world's coral reefs, 31% of mangroves, and 33% of seagrass beds^{1,2}. Annually, these ecosystems provide essential services to ASEAN, estimated at USD 112.5 billion for coral reefs and USD 5.1 billion for mangroves³. Consequently, the oceans and seas play a pivotal role in the economic advancement of the region, serving as crucial sources of sustenance, protein, and livelihoods.

Unfortunately, the coastal and marine ecosystems of the region are facing numerous threats, including overfishing, unsustainable fishing practices, marine debris, and climate change. Alarmingly, approximately 64% of the fisheries base across the ASEAN countries is at medium to considerable risk due to overfishing and destructive fishing methods⁴. Moreover, incidents of oil spills and the escalating accumulation of marine debris pose imminent risks to the sustainability of fish stocks⁵. Climate change exacerbates these challenges, with temperatures rising consistently from 0.14°C to 0.20°C per decade since the 1960s, impacting the well-being of coastal inhabitants and the productivity of coastal and oceanic ecosystems⁶.

¹ ASEAN Coastal and Marine Environment, 2023: <https://environment.asean.org/coastal-and-marine-environment/about>

² Breaking the Waves: Kickstarting the Global Sustainable Blue Economy in Southeast Asia, 2023:

<https://seads.adb.org/solutions/breaking-waves-kickstarting-global-sustainable-blue-economy-southeast-asia>

³ Ditto

⁴ Southeast Asia's Fisheries Near Collapse from Overfishing, 2018: [Southeast Asia's Fisheries Near Collapse from Overfishing - The Asia Foundation](https://theasiafoundation.org/research/southeast-asias-fisheries-near-collapse-from-overfishing/)

⁵ ASEAN Coastal and Marine Environment, 2023: <https://environment.asean.org/coastal-and-marine-environment/about>

⁶ Ditto

Acknowledging the pivotal role of the Blue Economy in fostering economic growth within ASEAN countries and Timor-Leste region and recognizing the pressing need to address its challenges, ASEAN through the ASEAN Coordinating Committee on Micro, Small and Medium Enterprises (ACCMSME) endorsed the implementation of “ASEAN Blue Economy Innovation” project, with the support of the Government of Japan and UNDP working out of its office in Jakarta. This initiative aims to display innovative solutions sourced from diverse stakeholders— innovative micro, small, and medium enterprises, start-ups, local communities, women's organizations, academic institutions, and civil society entities—with the goal of advancing the blue economy across the 11 (eleven) countries, building upon the recent adoption of the ASEAN Blue Economy Framework⁷.

Through the promotion of innovations, the ASEAN Blue Economy Innovation project endeavours to safeguard marine ecosystems, drive progress in oceanic climate solutions, and advocate for circular approaches to address plastic pollution, while enhancing traceability in sustainable fisheries. These efforts are not mere strategic manoeuvres but rather imperative actions toward safeguarding our planet's oceans and fostering sustainable development.

This project is set to be implemented through ‘ASEAN Blue Innovation Challenge (ABIC) in which ‘call for proposals’, which will serve as a pivotal mechanism in its early phases. This Terms of Reference (TOR) document is aimed to function as a comprehensive guide providing details on the objectives, scope, targeted participants, guidelines, and procedures for the ABIC. Intended for the general public, the TOR will serve as a roadmap for interested applicants, providing guidance throughout the application process and elaborating the basis for the selection process, as well as what to anticipate in the post-selection phase.

C. The Concept of ASEAN Blue Innovation Challenge (ABIC)














The ABIC initiative represents an initiative aimed at fostering the development of the blue economy in Southeast Asia and Timor-Leste. It seeks to identify, finance, and support innovative solutions geared towards the conservation and sustainable management of marine ecosystems, coastal areas, and freshwater resources. This initiative acknowledges the challenges posed by factors such as climate change and plastic pollution. In addition to providing financial support, the ABIC facilitates connections between innovators and potential stakeholders, including investors and business entities.

The ABIC is interested in both novel approaches and adaptations of existing methodologies that demonstrate practicality, scalability, and potential for positive impact. Furthermore, alignment with Sustainable Development Goals (SDGs), including SDG5, SDG7, SDG8, SDG9, SDG10, SDG13, and SDG14, is encouraged to promote comprehensive progress in sustainable development across the ASEAN region and other relevant areas.






⁷ [ASEAN Blue Economy Framework – ASEAN Main Portal](#)

This initiative itself will emphasize on four topics under the priority sector identified in the ASEAN Blue Economy Framework, which described in Table 1 below.

Table 1. Topics addressed in the ASEAN Blue Innovation Challenge

Topic	Relevant SDGs	Description	Examples of Potential Innovations
Topic 1: Climate Issues	      	<p>Climate change presents significant challenges to critical sectors of the blue economy, including fisheries, aquaculture, and tourism. Small-scale fishers, fish farmers, and fish workers, who possess invaluable local knowledge, are particularly vulnerable to its impacts due to limited resources for adaptation within this context. Traditional approaches alone are insufficient to address these challenges, necessitating the exploration of novel solutions. Innovators, with their adaptability and inventive spirit, emerge as pivotal actors in the development of transformative technologies aimed at mitigating and adapting to climate impacts, thereby fostering a more sustainable future</p>	<ul style="list-style-type: none"> • Preservation of marine and freshwater ecosystem. • Enhancing coastal protection measures. • Safeguarding coral reefs and other aquatic resources. • Nature-based solutions for climate adaptation. • Blue energy solutions. • Blue carbon initiatives⁸
Topic 2: Marine Plastic Pollution	   	<p>Our oceans are facing a serious plastic pollution problem, which harms marine life and ecosystems and even affects our food chain. While traditional methods like beach cleanups and recycling help, they are not enough to tackle the millions of tons of plastic entering the water every year. To really make a difference, fresh ideas from innovators are needed. Their knack for thinking differently and shaking up old ways of doing things is key. By developing innovative technologies for stopping, collecting, and reusing plastic, they can help prevent our oceans from reaching a crisis point.</p>	<ul style="list-style-type: none"> • Product and services on ocean clean-up systems. • Automated marine litter clean-up technologies • Microplastic filter technologies. • Biodegradable and edible packaging. • Smart monitoring for marine debris.
Topic 3: Sustainable Fisheries	 	<p>In recent decades, the rising global demand for fish has driven the development of fishing technology. However, this has led to overexploitation of fishery resources due to unsustainable practices, such as illegal, unreported, and unregulated (IUU) fishing, exacerbated by climate change. Consequently, many fish</p>	<ul style="list-style-type: none"> • Precision fishing gear • Fish farming innovations (e.g. using artificial intelligence)

⁸ Examples of novel blue carbon projects include mangrove forest restoration, seagrass restoration, salt marsh restoration, blue carbon in aquaculture, blue carbon in climate finance, and blue carbon in conservation.

Topic	Relevant SDGs	Description	Examples of Potential Innovations
	 	stocks are heavily exploited, and critical marine ecosystems like mangroves, seagrasses, and coral reefs are severely degraded, endangering their long-term survival. Urgent action is needed, and that's where innovation comes in. Innovators, with their agility and fresh perspectives, hold the key to developing innovative technologies and solutions – from gear that minimizes bycatch to market systems that promote responsible consumption – ensuring not only healthy fish stocks but also thriving coastal communities for generations to come.	<ul style="list-style-type: none"> • Cultivated marine sustainable product through regenerative aquaculture • Diversification of marine products and blue food • Promotion of eco-friendly fishing nets made from sustainable materials
Topic 4: Sustainable Tourism	  	Unsustainable tourism management in coastal, freshwater, and marine zones often harms delicate environments, exploiting resources and contributing to pollution. With rising traveller consciousness and threatened destinations, it is crucial to shift towards sustainable practices. Innovation holds the key – from eco-friendly lodging and low-impact transportation to empowering local communities and promoting regenerative tourism models. Only through creative solutions can we ensure thriving destinations, responsible tourist behaviour, and a thriving planet for generations to come.	<ul style="list-style-type: none"> • Community-based ecotourism • Technology-driven efficiency • Conservation tourism platform for the protection of coastal areas and marine waters • Immersive tourism experience in energy saving efforts and responsible waste management • Innovative marketing strategies in marine and coastal tourism

D. Objectives and Expected Impacts

The ABIC has 3 goals that aim to expand ASEAN's blue economic growth:

1. To foster creative, transferable, scalable, and replicable innovations originating from and benefitting the ASEAN Member States and Timor-Leste.
2. To harness and scale-up grassroots solutions relevant to the blue economy.
3. To unlock financing opportunities for the blue economy.

The initiative has three expected impacts in the ASEAN region and Timor-Leste, including:

1. Increased smart and innovative solutions related to the sustainable blue economy.

2. Enhanced blue innovations to leverage innovative technologies to promote sustainable ocean and coastal resources.
3. Improved access to blue investment opportunities to enhance productivity in the blue sector.

E. Targeted Participants

The target participants for the ABIC are both profit-oriented and non-profit entities that are legally registered in one of ASEAN Member States and/or Timor-Leste and have innovative solutions focusing on 4 main topics above to be implemented in one of these countries. The ABIC also aims at involving various partners in relevant sectors to support this initiative as outreach partners, mentors, and investors, as summarized in Table 2 below.

Table 2. List of Targeted Participants and Partners

Participants		Partners
Profit Entities	Non-profit Entities	
<ul style="list-style-type: none"> ● Start-ups. ● MSMEs (micro, small, and medium enterprises). ● Cooperatives. 	<ul style="list-style-type: none"> ● NGOs (non-governmental organizations) ● CSOs (civil society organizations) ● CBOs (community-based organizations) ● Academic institutions. ● Research Organizations. 	<ul style="list-style-type: none"> ● Governments ● Private sector ● Media ● Development Agencies ● Think tanks

Participant Requirements:

- a. A minimum of 3 (three) people representing a legal entity/organization⁹.
- b. The team is required to have male and female members, ensuring gender balance.
- c. Team members must be at least 18 years old and have legal identity as a citizen in ASEAN Member States and Timor-Leste.
- d. Submit registration and administrative requirements according to the provisions through the online form.
- e. Have at least 1 (one) year in operation OR established before April 2023.
- f. Have good financial standing, proven with record of ongoing and completed projects in the last 1 year and a reference from previous client/partner

Required Information and Document:

Each entity needs to provide:

- a. Business/organization information
- b. Legal registration document
- c. Team members' information and their Curriculum Vitae
- d. Slides of project proposal (minimum 6, maximum 10 slides). It is preferable that while presenting ideas, creative and innovative formats are used, such as video (max. one minute), graphics, or others format.
- e. Record of ongoing and completed projects in the last 1 year

⁹ A legal entity or organization is a company or firm registered with the country's law that allows the owners to run the business under one common name. It provides the company with its own 'legal identity' and grants it certain rights, responsibilities, and liabilities under the law of the particular state or country. The types of legal entities in Asia can include sole proprietorships, limited liability companies (LLCs), partnerships, and corporations, among others. The specific rules and regulations governing these entities can vary by country and jurisdiction.

- f. A reference from previous client/partner
- g. To be attached as part of the application form:
 - i. Output and work plan (template provided).
 - ii. Risk register (template provided).
 - iii. Itemized budget (template provided).

F. How to Register

Registration entails the submission of proposals and required documents through the online application form available at the following link: <https://bit.ly/ABICApplicationForm> within the period of the **17th of April to the 31st of May 2024**. Proposals received after **31st of May 2024, 11:59 PM Jakarta Time (GMT+7)** will not be considered by the system. For ease of reference, an offline application form is appended to this TOR.

Only applicants who have completed all fields in the application form and provided all requisite documents will undergo evaluation.

All submission forms must be completed in English. Request for assistance and inquiries shall be addressed directly at aseanbluechallenge.id@undp.org by **30 May 2024 11.59 PM Jakarta Time (GMT+7)**.

G. Awards and Benefits

Out of all applications, a maximum of 200 will be selected on a competitive basis as finalists and 60 applicants will be admitted into the Capacity Building Programme and will receive financial support as specified in Table 3 below.

Table 3. Benefits provided by the ASEAN Blue Innovation Challenge

For the 60 Selected Awardees	For All
Capacity building programme. Technical assistance and mentorship in preparation and during the piloting period	Outreach. Solutions submitted could potentially be included in upcoming UNDP publications that are shared within national, regional, and global partners for public outreach, upon consent.
Funding (*) . Maximum USD 40,000 for up to six months to pilot or proof of concept of the innovations.	

(*) Out of a total of 60 awards, *44 awards are guaranteed to the most promising innovations within each targeted country (i.e. 4 awards per country). Additionally, 16 awards will be contested across all targeted countries.*

H. Overall Timelines and Project Phases

The ABIC initiative is implemented in the span of 12 months, from March 2024 to March 2025. The overall timelines and project phases are described in Table 4 below.

Table 4. Timelines and Phases of ASEAN Blue Innovation Challenge

Jan – Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep – Dec 2024	Jan 2025	Feb 2025	Mar 2025
Preparation	Kick-off	Finalists Shortlisting		Selection of Awardees	Virtual Incubator	Development, Commercialization and Mentorship			Reporting
	Start of Application Submission on 17 April. Outreach campaigns	Closure of Application Submission on 31 May.	Finalists shortlisting and announcement of finalists	Demo Weeks	1. Ideation workshop 2. Technical Feasibility workshop 3. Customer Validation workshop 4. Commercialization workshop 5. Business plan submission	1. Technical assistance 2. Commercialization 3. Business matchmaking (Dec 2024).	1. Technical assistance (cont'd). 2. Commercialization (cont'd).		Project closure (4 th Week)
Prospective applicants from the targeted countries identified.	Potential entries are invited to submit their innovations through an online application form Series of information session and pre-submission workshops are conducted	Potential entries are invited to submit their innovations to the solutions platform. Series of information session and pre-submission workshop are conducted	All incoming innovation ideas are shortlisted. List of up to 200 finalists are announced and invited to demo weeks.	Finalists to present their ideas 60 most promising ideas are selected to receive mentorship and fund.	Pre-incubator programme, involving mentoring from UNDP, as part of the co-creation process. Final business plans are to be submitted.	Winning teams will receive capacity building and mentorship from UNDP and partners.	Winning teams will present/pitch in their partially tested innovations to private sectors, financiers, and investors. Feedback received to be used to enhance the ideas.		Winning teams to submit final report. Winning teams to participate in a workshop to support the sustainability and continuation of their efforts.

I. Information Session and Pre-Submission Workshop (April 2024)

Following the commencement of registration, virtual sessions will be convened to disseminate information regarding the innovation challenge. Invitations will be extended to the public as well as a diverse array of targeted applicants, partners, UNDP country offices, and other pertinent stakeholders.

To facilitate prospective participants in navigating the application process, pre-submission workshop will be arranged, and simultaneous translation (English – National languages and vice-versa) can be provided upon prior request. The tentative schedule of information sessions and pre-submission workshop are as follows:

- **17 April 2024** : **Submission of applications open**
- **22 April 2024** : **1st Information session**
- **29 April 2024** : **1st Pre-submission workshop** for interested applicants from Cambodia, Lao PDR, Myanmar and Timor-Leste
- **30 April 2024** : **1st Pre-submission workshop** for interested applicants from Brunei Darussalam, Indonesia, Malaysia, Philippines, Singapore, Thailand and Viet Nam
- **2 May 2024** : **2nd Pre-submission workshop** for interested applicants from Cambodia, Lao PDR, Myanmar and Timor-Leste
- **3 May 2024** : **2nd Pre-submission workshop** for interested applicants from Brunei Darussalam, Indonesia, Malaysia, Philippines, Singapore, Thailand and Viet Nam
- **6 May 2024** : **2nd Information session**
- **14 May 2024** : **3rd Pre-submission workshop** for interested applicants from Cambodia, Lao PDR, Myanmar and Timor-Leste

- **15 May 2024** : **3rd Pre-submission workshop** for interested applicants from Brunei Darussalam, Indonesia, Malaysia, Philippines, Singapore, Thailand and Viet Nam
- **31 May 2024** : **Submission of applications close at 23:59 (Jakarta Time, GMT+7)**

J. Selection processes (June – July 2024)

The selection processes consist of 2 phases, namely Finalists Shortlisting and Selection of Awardees, as follows:

Finalists Shortlisting (June 2024)

Following the conclusion of the registration period, the finalists shortlisting process will commence. During this phase, a Finalists Shortlisting Committee will be constituted by the Project Management Unit comprising of the third-party entity contracted for the project, the Project Management Unit Team, and representatives from the UNDP Indonesia. Their responsibility will entail evaluating the entities and their proposals based on the furnished data, subsequently assigning scores accordingly.

The selection criteria for applicants are delineated as follows:

1. Eligibility: Only applicants who successfully pass the eligibility test will proceed to undergo technical evaluation.
2. Applicability: The proposed idea must demonstrate feasibility and relevance within a six-month period.
3. Budgetary Limitation: Proposed budgets should adhere to a maximum cap of USD 40,000.
4. Operational Experience: Entities should be in operation for a minimum of 1 year and have good financial standing
5. Team Composition: Participation in this program necessitates engagement within a gender-balanced team,¹⁰ comprising a minimum of three members, each aged at least 18 years.
6. Beneficiary Engagement: Demonstrated active involvement with beneficiaries, such as coastal communities and fishers, in any capacity, will be advantageous.
7. Partnerships and Collaborations: Additional consideration will be given to proposals that have established or intend to establish partnerships or collaborations with counterparts outside the region (e.g. with entities from Japan).
8. Legal Documentation: Applicants are required to furnish evidence verifying their legal identity.
9. Technical Evaluation: Evaluation will be conducted based on specified selection criteria, with a maximum allocation of 100 points. The selection criteria is specified in Table 5 below.

¹⁰ In this context, achieving gender balance entails ensuring that each team includes at least one female member. Furthermore, we offer additional points for entities that are owned or led by women.

Table 5. Selection Criteria for Technical Evaluation

No	Criteria	Description	Words	Points
1	Summary description of the innovation	Overview of the proposed innovation project highlighting: <ul style="list-style-type: none"> - the problem to be address and its method of resolution - the anticipated outcomes and the approach to be adopted. - the potential transformative impact on the blue economy and the designated beneficiary country(ies) 	300 – 750	10
2	Institutional strength	Information on the structure, expertise and experience of the proposed team, and the financial standing of the organization which will be an asset for the success of project implementation. The following documents are required as part of the application submission: <ol style="list-style-type: none"> 1. Details of the proposed team members (template provided) 2. Record of ongoing and completed projects in the last 1 year 3. A reference letter from previous client/partner 	A template is provided.	10
3	Novelty – Innovative and Transformational	Highlight of the novelty of proposed innovation project, in term of its innovativeness and transformational. A particular focus shall be paid on the uniqueness of the proposed innovation and what make it different from existing or similar efforts, and how the proposal can contribute to the blue economy growth in the region.	250 – 400	15
4	Technical Feasibility	Elaboration on how the proposed innovation project is intended to function.	250 – 400	15
5	Investability to scale- up	Description on the attractiveness of the proposed innovation for investment, especially in terms of its potential for replication and scaling-up once demonstrated. Emphasis should be placed on the characteristics of the proposed innovation that will appeal for investment purposes.	250 – 400	15

No	Criteria	Description	Words	Points
6	Impacts	Descriptions on how the proposed innovation will make impacts to the local community within the beneficiary country(ies) and environmental sustainability. Especially, how this innovation will facilitate gender equality in the blue economy, support youth empowerment and include the marginalised and vulnerable group, such as women, girls, individual with disabilities. Additionally, how the proposed innovation will contribute to the environmental sustainability in the targeted localities.	250 – 400	15
7	Outputs and work plan	Indication of outputs and work plan of the proposed innovation project. Applicants shall ensure that all works can't exceed the maximum timeframe of 6 months.	A template is provided.	15
9	Risk register	Identification of the primary risks that may hinder the optimal implementation of planned steps and outputs outlined in the proposed project. The source of each risk and articulate its potential impact and the consequences if the risk materializes shall be mitigated.	A template is provided.	5
10	Itemized budget	Monthly breakdown of the budget required for implementation of the proposed innovation project.	A template is provided	5
Total score				Max. 100
11	Additional points for proposals from woman-owned or woman-led entities	Additional points are given to support innovative women entrepreneurs and leaders in the blue economy, as well as to increase their access to capacity building and investment.		3
12	Additional points for proposals from youth-led or youth focused entities	Additional points are given to support innovative young entrepreneurs and leaders in the blue economy, as well as to increase opportunities to empower and support youth in the communities		2

Following the completion of the screening and technical evaluation phases, the Finalists Shortlisting Committee will identify a maximum of 200 most promising solutions. These shortlisted entities will receive invitations to participate in the demo weeks.

Selection of Awardees and Virtual Demo Weeks (July 2024)

After the Finalists Shortlisting process, ‘virtual demo weeks’ will be conducted tentatively in the 2nd and 3rd week of July 2024. During this event, a maximum of 200 finalists will have the opportunity to make presentation on their innovations and solutions to a Joint Selection Committee.

From these presentations, the Committee will finalize the selection of 60 awardees who will receive funding support. It is important to note that 44 awards are guaranteed for the targeted countries equally (4 awards per country) and 16 awards will be contested across all targeted countries. Final announcement of the 60 winners is tentatively scheduled in the last week of July 2024.

K. Virtual Incubator (August to September 2024)

Subsequent to the demo weeks and final selection, a virtual incubator will be conducted between August 2024 and September 2024 with the objective of helping the 60 awardees to create a viable solution mapped to a clear customer need, and commercialize their solution. Afterwards, the winners will implement and test their refined innovations and solutions over a period of up to 6 months.

The incubator comprises an Ideation Workshop (2 days), Technical Feasibility Workshop (1 day), Customer Validation Workshop (1 day), and Commercialization Workshop (1 day). It will be conducted through Zoom meetings and structured in accordance with the level of ideational maturity and/or thematic areas. The details of the boot camp are summarised in Table 6 below.

Table 6. List of activities during the virtual incubator

No	Activities	Description	Tentative Schedule
1	Ideation Workshop (2 days)	This workshop aims to guide participants in refining their ideas into viable solutions. Participants will benefit from insights shared by experts in the blue economy and key thematic areas, who will elucidate their ideation processes and strategies for achieving meaningful outcomes. Additionally, participants will be facilitated by UNDP to understand the collaborative co-creation process and its application with intended beneficiaries to enhance project implementation.	2 nd week of August 2024
2	Technical Feasibility Workshop (1 day)	Participants will go through a feasibility workshop where they will create a Proof-of-Concept to test for technical feasibility.	3 rd week of August 2024

No	Activities	Description	Tentative Schedule
3	Customer Validation Workshop (1 day)	During this workshop, participants will be prepared in validating their solution against the market. Essentially validating the solution against the market appetite.	3 rd week of August 2024
4	Commercialization Workshop (1 day)	During this workshop, participants will go through commercialization strategies for their solution.	2 nd week of September 2024
5	Business Plans Submission	Participants are required to submit their finalized business plans based on the workshops they have attended. Timely submission is imperative, as delays may impact participant's ability to start their proof-of-concept period. Based on their final business plans, the UNDP Indonesia Team will grant the next stage of funding.	Last week of September 2024

L. Development, Commercialization and Mentorship (September 2024 – February 2025)

The recipients of the funding will be afforded opportunities to develop, test, and commercialize their solutions within the proposed period (up to 6 months). Throughout this period, each awardee will receive technical mentorship to support their endeavours and biweekly meeting with each awardee for monitoring their progress status. The Project Management Unit will undertake the responsibility of monitoring and evaluating the progress status of each project to ensure that all milestones are achieved within the specified timelines.

M. Business Matchmaking (December 2024)

At the mid-point of their proof-of-concept period and mentorship, the awardees will be provided with opportunities to pitch their innovative solutions to business communities, financiers, and investors. This platform will enable them to access potential funding sources. Furthermore, the business matchmaking process will serve as a valuable avenue for receiving feedback, allowing awardees to refine and enhance the marketability and bankability of their innovative solutions.

The business matchmaking is tentatively planned in the 1st week of December 2024 in Jakarta, Indonesia.

N. Reporting (March 2025)

In the end of the project implementation, the winning innovators will be required to submit their final reports highlighting their results, impacts, lessons learned, and recommendations. An online sharing session will also be scheduled to allow the dissemination of the project results to broader audiences and for potential replication.

O. List of Annexes

1. Printable version of Application Form (online submitted through Google form).
2. Guidance on filling out the application form.
3. Team structure template
4. Output and work plan template.
5. Risk register template.
6. Itemized budget template.

ANNEX I – PRINTABLE VERSION OF APPLICATION FORM

The Application Form is intended to collect information on the proposed project, covering the following details:

SECTION 1: GENERAL INFORMATION

1. **Name of Entity (*)**
2. **Mail Address of Entity**
3. **Phone Details of Entity**
4. **Email Address of Entity (*)**
5. **Entity Website (if any)**
6. **Entity Social Media Account (if any)**
7. **Description of Entity (300 – 500 words)**
8. **Proposed Team Members:**
 - a. **Team Leader** (Name, Position Title, Telephone Number, Email Address, LinkedIn Address, Date of Birth, Gender Identity/Expression, Nationality, Identification with Disability)
 - b. **Team Member 1** (Name, Position Title, Telephone Number, Email Address, LinkedIn Address, Date of Birth, Gender Identity/Expression, Nationality, Identification with Disability)
 - c. **Team Member 2** (Name, Position Title, Telephone Number, Email Address, LinkedIn Address, Date of Birth, Gender Identity/Expression, Nationality, Identification with Disability)
 - d. **Other team members, if any** (Name, Position Title, Telephone Number, Email Address, LinkedIn Address, Date of Birth, Gender Identity/Expression, Nationality, Identification with Disability)
9. **Is your proposal related to Climate Issues, Marine Plastic Pollution, Sustainable Fisheries and Sustainable Tourism?** *(Please choose one)*
10. **Is your entity officially registered and actively operating in one of the ASEAN Member States or Timor-Leste?** *(Please respond with “Yes” or “No.” If yes, please mention the name of the country)*
11. **Are the beneficiaries of your proposed innovation project situated in either ASEAN Member States or Timor-Leste?** *(Please respond with “Yes” or “No.” If yes, please mention the name of the country/countries)*
12. **Please choose one category which your entity falls under:**
 - a. Small-Medium Enterprises (SME)
 - b. Start-up
 - c. Cooperative
 - d. Non-Governmental Organization (NGO)
 - e. Civil-Society Organization (CSO)
 - f. Community-based Organization (CBO)
 - g. Academic Institution
 - h. Research Organization

13. Has your entity been suspended, debarred, or identified as ineligible by any UN (United Nations) Organization or other international organization? *(Please respond with "Yes," "No," or "I do not know.")*
14. Do you accept the terms and conditions of the UNDP Model Innovation Challenge Agreement (MICA) and agree to actively engage in the ASEAN Blue Innovation Challenge Incubator Programme? *(Please respond with "Yes" or "No." If not, please elaborate on the reason). The MICA template can be access at this link: [Model Innovation Challenge Agreement \(Company\) | United Nations Development Programme \(undp.org\)](#)].*

SECTION 2: DETAILS OF PROPOSAL

1. Title of the proposed innovation project
2. Period of the proposed innovation project *(only up to 6 months)*
3. Amount requested in USD *(only up to USD 40,000)*
4. Co-financing provided by proponent/partner and past/existing partnership, if any (USD): ____ *If there is none, type NONE*
5. Summary description of the proposed innovation project: *(300 – 500 words)*
6. Institutional Strength *(Please use the ABIC Template)*
7. Novelty – Innovative and Transformational *(250 – 400 words)*
8. Technical Feasibility *(250 – 400 words)*
9. Investability to scale up: *(250 – 400 words)*
10. Potential Impacts *(250 – 400 words)*
11. Outputs and work plan *(Please use the ABIC template)*
12. Risk register: *(Please use only the ABIC template)*
13. Itemized budget: *(Please use only the ABIC template)*
14. Is your entity owned or led by woman? *(If yes, please mention the name of the owner or leader and provide her CV): ____*
15. Is your entity led by youth and/or your proposed innovation project specifically aimed at engaging/partnering young people in targeted community? *(If yes, please mention the name of the leader and how youth is benefited from the proposed innovation project (in maximum 100 words)*

ANNEX II – GUIDANCE DOCUMENT TO FILL IN THE APPLICATION FORM

The document is intended to guide applicants in filling out the Application Form.

SECTION 1: GENERAL INFORMATION

1. Name of entity

Please enter the name of your organization or entity.

2. Organization address and related contact

Please enter the address of your organization, including its contact details (phone numbers, email address and, if any, website and social media accounts, such as Instagram, Facebook and Twitter.

3. Organization description (300 – 500 words).

Please provide brief descriptions of your organization and its area of operations and activities. This may include, but not limited to, its establishment, size of organization, main areas addressed in the operations/activities, latest achievements, highlighted projects).

4. Proposed team members

Please provide details of your team members who is intended to work on the proposed innovation project. The details include their name, gender identity, position title, age on 1 April 2024, email address). Kindly note that you need to have at least 3 persons in your team, at least one of them are woman, and each of them at least 18 years old.

5. Is your proposed innovation related to Climate Issues, Marine Plastic Pollution, Sustainable Fisheries and Sustainable Tourism?

This field should include the topic area that your proposed innovation is intended to address. Please note that ABIC focuses on four topics, namely: Climate Issues, Marine Plastic Pollution, Sustainable Fisheries, and Sustainable Tourism. Description of each topic and example of innovations are provided in the main document.

6. Is your entity officially registered and operating in one of the ASEAN Member States or Timor-Leste?

This field should include the name of the country where your organization is registered and operating. Please note that ABIC targets at the ASEAN Member States and Timor-Leste, so it is mandatory that your organization is registered in one of these countries.

Please also note that if you answer ‘Yes’ in this section, at later stage of the selection process, you will be requested to provide a copy of registry of your organization and/or copy of national identity of your team members.. Table 1 below provide the list of the targeted countries.

Table 1: List of Targeted Countries

1	Brunei Darussalam
2	Cambodia
3	Indonesia
4	Lao PDR
5	Malaysia
6	Myanmar
7	Philippines
8	Singapore
9	Thailand
10	Viet Nam
11	Timor-Leste

7. Are the beneficiaries of your project situated in either ASEAN Member States or Timor-Leste?

This field should include the name of the country where your proposed innovation project will be implemented. Please note that ABIC targets at the ASEAN Member States and Timor-Leste, so it is mandatory that the beneficiary country is one of them. You may also indicate more than one country. Table 2 below provide the list of the targeted beneficiary countries.

Table 2: List of Targeted Beneficiary Countries

1	Brunei Darussalam
2	Cambodia
3	Indonesia
4	Lao PDR
5	Malaysia
6	Myanmar
7	Philippines
8	Singapore
9	Thailand
10	Viet Nam
10	Timor-Leste

8. Does your organization fall into any of these categories? (Please choose one)

This field should include the type of your organization. Please note that ABIC targets the following types of organization:

- Start-up company
- Micro Small-Medium Enterprises (MSME)
- Cooperative
- Non-Governmental Organization (NGO)
- Civil-Society Organization (CSO)
- Community-based Organization (CBO)
- Academic Institution

- *Research Organization*

If your organization is not among the above categories, the online system will not accept your proposal.

9. Has your entity been suspended, debarred, or identified as ineligible by any UN (United Nations) Organization or other international organization?

This question forms a crucial aspect of UNDP's due diligence process for any organization seeking to engage in a contract with us. Consequently, the proposing entity is required to respond with either a "Yes," "No," or "I do not know."

10. Do you accept the terms and conditions of the UNDP Model Innovation Challenge Agreement (MICA) and agree to actively engage in the ASEAN Blue Innovation Challenge Incubator Programme? (Please choose 'yes' or 'no', and if 'no', please elaborate the reason)

Successful applicants must adhere to the UNDP Model Innovation Challenge Agreement (MICA), a contract structured around deliverables. Please carefully review this agreement, along with its terms and conditions, ensuring acceptance of all stipulations. The MICA template can be accessed at this link: [Model Innovation Challenge Agreement \(Company\) | United Nations Development Programme \(undp.org\)](https://undp.org/l).

SECTION 2: DETAILS OF PROPOSAL

1. Title of the proposed innovation project

Please enter the title of your proposed innovation project.

2. Period of the proposed innovation project (Up to 6 months)

Please enter the period of implementation for the proposed innovation project. This period must not exceed 6 months. This period must cover the implementation of all activities you planned to achieve the final outputs of your proposed innovation. Please note that this is a mandatory field that you must fill.

3. Amount requested in USD (up to USD 40,000)

Please provide the total amount of financial support requested, up to US\$40,000.00, and which is the same final amount indicated in the itemized budget to be submitted together with this proposal. Note that payments are made based on received and approved outputs and deliverables detailed in the proposal.

4. Co-financing provided by proponent/partner and past/existing partnership, if any (USD

This field should indicate any supplementary funding you intend to secure to execute the project, beyond the budget requested from ABIC. While not all projects necessitate additional co-financing, it is advantageous for proposals to include it. Additionally, if any, please indicate partners that you have been working with in your innovation endeavours, such as local government, UN agencies, international organizations or other entities.

Please ensure to complete this mandatory field; leaving it blank is not permissible. If relevant, Input the amount of co-financing in USD and/or the partners that you have been working with, or specify "None".

You will be requested to provide a copy of co-financing letter to support your claim.

5. Summary description of the innovation: (10 points) – minimum of 300 and maximum of 750 words

In this field, you are required to provide a comprehensive overview of your proposed innovation project. This description should elaborate the problem that your proposed innovation seeks to address and its method of resolution. It should outline the anticipated outcomes and the approach the proponent intends to adopt. Additionally, it should explain the potential transformative impact on the blue economy and the designated beneficiary country or countries.

This section should effectively respond to the following inquiries:

- 1. What problem does your innovation proposal aim to tackle, and how does it propose to achieve this?*
- 2. What specific results do you anticipate achieving?*
- 3. What approach will you employ to implement your proposal?*
- 4. What are the foreseeable impacts of your proposed innovation on the blue economy of the beneficiary country or countries?*

Evaluation scores range for the summary description of the innovation is as follows:

- '0' = the project summary is not applicable for the ABIC*
- '10' = the project summary is highly applicable*

6. Institutional Strength (10 points) – minimum of 250 and maximum of 400 words

This section should inform the structure, expertise and experience of proposed team, and the financial standing of the organization. This will help the evaluation panel assess the overall institutional strength of the applicants which will be an asset for the success of project implementation.

Using the provided template, please share the names of your team member designated for this innovation project, their position for the innovation project, their main qualifications and responsibilities. Additionally, please ensure that comprehensive CV/resume for each project team member is submitted for review and assessment by the selection panel.

To assess the organization's financial standing, please submit the record of ongoing and completed projects in the last 1 year and a reference letter from previous client/partner.

Name of team members	Position title for the innovation project	Summary of main qualifications of the team members	Responsibilities in the project implementation

Evaluation scores range for the institutional strength is as follows:

- '0' = the qualifications of the proposed project team members do not match the required responsibilities
- '10' = the qualifications of the proposed project team members strongly match the required responsibilities

7. Novelty – Innovative and Transformational (15 points) – minimum of 250 and maximum of 400 words

This section should highlight the novelty of your proposed innovation in terms of being innovative and transformational. Especially, you should articulate how your proposed innovation will contribute to the growth of blue economy sector in the ASEAN region and Timor-Leste by addressing ABIC's thematic areas (i.e., Climate Issue, Marine Plastic Pollution, Sustainable Fisheries and Sustainable Tourism). It should be able to explain the uniqueness of your proposed innovation and what make it different from existing or similar efforts. Please emphasize the advantages of this innovation over others and its potential to be a game-changer in achieving ABIC's objective.

Please ensure that this section provides clear responses to the following questions:

1. *What sets this proposed innovation project apart from existing approaches in promoting the blue economy and addressing the specific issue at hand?*
2. *Has this proposed innovation undergone testing? If so, what additional value does it offer?*
3. *What distinguishing features make this proposal stand out?*
4. *What are the anticipated short-, medium-, and long-term impacts and benefits of the innovation on the addressed problem if successful?*
5. *What potential changes can occur at local, national and regional levels if this innovation proves successful?*

Evaluation score range for novelty is as follows:

- '0' = The proposed project has no novelty
- '15' = The proposed project has significant novelty

8. Technical Feasibility (15 points) – minimum of 250 and maximum of 400 words

This section should provide comprehensive details on how your proposed innovation is intended to function, which will be helpful for the evaluation committee in assessing its implementation feasibility. All applications will be treated with the utmost confidentiality. The technical feasibility of the innovation should also consider its completion or near-completion within the maximum of 6-month support period.

Please ensure that this section addresses the following questions clearly:

- 1. How will the innovation address the issue outlined in the proposal?*
- 2. What are the essential components required for implementing/developing this innovation?*
- 3. Has this proposed innovation undergone testing? If so, at which stage is it currently: design stage, prototyping and testing, early implementation, or ready for replication and scaling up?*

Evaluation score range for technical feasibility is as follows:

- '0' = The proposed project is not technically feasible*
- '15' = The proposed project has high technical feasibility.*

9. Investability to scale up (15 points) – minimum of 250 and maximum of 400 words

This section should provide your evaluation of the attractiveness of your proposed innovation project for investment. The UNDP ABIC is especially looking for innovation projects which will have a disproportionate or outsized impact that can be scaled up across the region. Emphasis should be placed on how you plan on scaling up the impact and making it replicable.

Please note that the replication and scaling up discussed herein may encompass, but are not limited to, expanding the scale and scope of the innovation project to benefit other geographic regions within the beneficiary country or extending to other countries/regions.

Please outline your proposed strategies for replicating and scaling up the innovation based on the outcomes derived from the ABIC funding, participation in the ABIC incubation program and business matchmaking, and other co-financing.

Please ensure that you address the following inquiries:

- 1. How and where can replication and scaling up be feasibly accomplished?*
- 2. In what manner can this replication and scaling up endeavour attract investment?*
- 3. What potential challenges are anticipated in the process of replicating and upscaling, and how are these challenges proposed to be mitigated?*
- 4. What additional resources would be necessitated for upscaling and replication, and from whence would these resources be procured?*

Evaluation score range for replicability and scalability potential is as follows:

- '0' = The proposed project has no potential to attract investment for replication or scalability*
- '15' = The proposed project will be attractive for investment.*

10. Potential Impacts (15 points) – minimum of 250 and maximum of 400 words

This section should provide descriptions of how your proposed innovation will make impacts to the local community within the beneficiary country(ies) and environmental sustainability. This includes the communities that you eventually plan on scaling to.

Especially, please illustrate how this innovation will facilitate gender equality in the blue economy, support youth empowerment and include the commonly marginalised group of society, such as women, girls, individual with disabilities. Additionally, please describe how your proposed innovation will contribute to the environmental sustainability locally within the beneficiary country(s).

Please ensure to address the following inquiries:

- 1. Elaborate on the specific women, youth and/or individuals with disabilities beneficiaries targeted and explain the potential advantages the innovation project can offer them.*
- 2. Outline how both male and female stakeholders, whose livelihoods and food security rely on blue ecosystems, will receive equal benefits from embracing this blue economy approach.*
- 3. Describe how your innovation project will impact on the environmental sustainability?*
- 4. What methodologies will you employ to assess the impact of your innovation on these beneficiaries and the environmental sustainability?*

Evaluation score range for the potential impacts is as follows:

- '0': The proposed project indicates no potential impacts on gender equality, inclusiveness and environmental sustainability*
- '15': The proposed project denotes a high potential impact for gender equality inclusiveness and environmental sustainability*

11. Outputs and work plan (15 points) – Please use only the ABIC template

As part of your applications, you will need to have four (4) tangible outputs from the proposed innovation project. These outputs are important as they will act as funding milestones.

Two of the outputs (Outputs 1 and 4) have been filled in for you and will be completed during the programme. Please propose two additional outputs (Outputs 2 and 3) that you are expecting from the innovation project. The proposed outputs could include, but not limited to, a demonstration of innovation in action, a detailed progress report outlining the steps taken, or evidence of reaching a significant milestone. The Project Management Team (UNDP Indonesia) will verify these outputs.

The proposed 2 outputs will come with a set of specific actions needed to achieve it. Essentially, you can tailor the number of steps according to your innovation project's design and the outcomes that you aim to achieve within its lifespan. However, it is crucial to ensure that the project is completed within the 6-month timeframe.

Using the ABIC template, you are required to provide a concise description for the proposed outputs, accompanied with the necessary steps to accomplish it, adhering to the work plan format, as follows:

Output(s) and Steps	Implementation period in months						Percentage of payment	Remarks
	M1	M2	M3	M4	M5	M6		
Output 1: Final proposed business plan (<i>the problem, solution and business plan that is developed during the incubator</i>)	x						40%	Mandatory output
Output 2: xxx							xx	To be filled in by the proponents
Step 2.1: xxx								
Step 2.2: xxx (<i>continue until all steps for Output 2 have completed</i>)								
Output 3: xxx							xx	To be filled in by the proponents
Step 3.1: xxx								
Step 3.2: xxx (<i>continue until all steps for Output 2 have completed</i>)								
Output 4: Final Report (<i>highlighting the results, impacts and lessons learned from the programme</i>)						x	10%	Mandatory output

Payments will only be disbursed upon receipt and approval of outputs and deliverables, providing evidence of their completion. Payments are strictly based on accepted outputs. Participants are strongly encouraged to factor this into their planning. Here is an example payment schedule:

- First payment: 40% at the end of the first month (mandatory)
- Second payment: 25% at the end of the third month (proposed by the proponent)
- Third payment: 25% at the end of the fifth month (proposed by the proponent)
- Final payment: 10% at the end of the project (mandatory)

Please note that these percentages are just an example. Each project should establish its own payment percentages (for second and third outputs) based on the work plan and monthly expenses.

Evaluation score range for the work plan is as follows:

- '0': The proposed project has very weak outputs, steps and work plan
- '15': The proposed project has robust outputs, steps and work plan

12. Risk Register (5 points) – Please use only the ABIC template

This section should identify the primary risks that may hinder the optimal implementation of planned steps and outputs outlined in the proposed project. Please

explain the source of each risk, the likelihood of the risk occurring, and articulate its potential impact, explaining the consequences if the risk materializes. Assess the baseline risk level associated with each potential risk. Furthermore, delineate how project risks will be mitigated or prevented, with particular attention to avoiding or managing adverse social and environmental repercussions wherever feasible.

The simplified form of project potential risks, impacts, baseline risk level, and actions for risk avoidance or mitigation provided in the Risk Register Template, described below:

Risk Description	Impact Description	Estimated risk level (1 – 5)	Strategies/actions to avoid or minimize risk impact
Category option: 1. Political instability 2. Natural disasters 3. Economic volatility 4. Dietary shift 5. Food safety hazards 6. Lack of access to markets 7. Climate change 8. Other	Mention and explain the risks that may occur in this column. One row for one risk. Match the risk description to the risk category column	Level 1: low Level 5: high	Please list the strategy to mitigate each risk identified. Please indicate the same number and order.

The evaluation score range for the Risk Register is as follows:

- € 0: The Risk Register inadequately addresses all proposed project potential risks.
- € 5: The Risk Register comprehensively addresses all proposed project potential risks with reasonable mitigation measures to minimize impacts.

13. Itemized budget (5 points) – Please use only the ABIC template

In this section, please furnish the (monthly) breakdown of the budget required for the implementation of your proposed innovation project. The detailed itemized budget should be presented in a table format, with all costs denoted in USD.

Please ensure to refer to the provided table format as an example, ensuring accuracy and alignment with UNDP procurement regulations. The budget should encompass all necessary expenses, such as team members' salaries, consultants' fees, equipment costs, and other relevant expenditures.

Additionally, please ensure that the total budget does not exceed the maximum approved amount of USD40,000. The proposed costs should reflect fair value for money.

Output(s)	Items	Description	Per Unit Cost (USD)	Unit Numbers (Days)	Payments				Total Budget (USD)
					1 st (40%)	2 nd (x%)	3 rd (x%)	4 th (10%)	
Output 1: Final proposed business plan (<i>the problem, solution, and business plan that is developed during the incubator</i>)	Personnel	Personnel name and position title							
		Personnel name and position title							
		Personnel name and position title							
		Total Personnel							
	Other expenses	Travel and meetings							
		Contractual services							
		Consultants							
		Communication materials							
		Other expenses (please specify)							
Output 2: xxx	Personnel	Personnel name and position title							
		Personnel name and position title							
		Personnel name and position title							
		Total Personnel							
	Other expenses	Travel and meetings							
		Contractual services							
		Consultants							
		Communication materials							

		Other expenses (please specify)							
Output 3: xxx	Personnel	Personnel name and position title							
		Personnel name and position title							
		Personnel name and position title							
		Total Personnel							
	Other expenses	Travel and meetings							
		Contractual services							
		Consultants							
		Communication materials							
		Other expenses (please specify)							
Output 4: Final Report <i>(highlighting the results, impacts and lessons learned from the programme)</i>	Personnel	Personnel name and position title							
		Personnel name and position title							
		Personnel name and position title							
		Total Personnel							
	Other expenses	Travel and meetings							
		Contractual services							
		Consultants							
		Communication materials							
		Other expenses							

		(please specify)							
TOTAL									

The evaluation score range for itemized spans from 0 to 5, where 0 signifies that the proposed budget does not negligible potential for replication or scalability, and 15 denotes substantial potential.

Evaluation Score Range:

- € 0: The proposed itemized budget is not realistic and does not clearly describe the proposed budget.
- € 5: The proposed itemized budget is realistic and clearly describes the proposed budget.

14. **Is your entity owned or led by woman?** *if yes (please mention the name of the owner or leader) and provide her CV): _____*

This section shall contain information on the woman-owned or woman-led entities, if this applies to the applicant. Please note that at the final evaluation stage of the received proposals, an additional 3 points will be given to the projects that owned or led by women.

15. **Is your entity led by youth and/or your proposed innovation project specifically aimed at engaging/partnering young people in targeted community?** *(If yes, please mention the name of the leader and how youth is benefited from the proposed innovation project (in maximum 100 words)*

This section shall contain information on the youth-led entities or youth focus, if this applies to the applicant. Please note that at the final evaluation stage of the received proposals, an additional 2 points will be given to the projects led by youth and/or will engage or partner with young people in respective communities.

ANNEX III – TEAM STRUCTURE TEMPLATE

Proponent :
Title of proposed innovation :
Country :
Budget requested (USD) :
Implementation period : From: mm/dd/yyyy
: To: mm/dd/yyyy

<i>Name of team members</i>	<i>Position title for the innovation project</i>	<i>Summary of main qualifications of the team members</i>	<i>Responsibilities in the project implementation</i>

ANNEX V – OUTPUT AND WORK PLAN TEMPLATE

Proponent :
 Title of proposed innovation :
 Country :
 Budget requested (USD) :
 Implementation period : From: mm/dd/yyyy
 : To: mm/dd/yyyy

Output(s) and Steps	Implementation period in months						Percentage of payment	Remarks
	M1	M2	M3	M4	M5	M6		
Output 1: Final proposed solutions (<i>which is the refined proposals taking into considerations inputs received during the co-creation workshop or bootcamp</i>)	x						40%	Mandatory output
Output 2: xxx							xx	To be filled in by the proponents
Step 2.1: xxx								
Step 2.2: xxx (<i>continue until all steps for Output 2 have completed</i>)								
Output 3: xxx							xx	To be filled in by the proponents
Step 3.1: xxx								
Step 3.2: xxx (<i>continue until all steps for Output 2 have completed</i>)								
Output 4: Final Report (<i>highlighting the results, impacts and lessons learned from the programme</i>)							10%	Mandatory output

ANNEX VI – RISK REGISTER TEMPLATE

Proponent :
 Title of proposed innovation :
 Country(ies) :
 Budget requested (USD) :
 Implementation period : From: mm/dd/yyyy
 : To: mm/dd/yyyy

Please identify potential risks and their impacts to the implementation of proposed innovation, and your strategies or planned actions to avoid or minimize the risk impacts.

Risk Description	Impact Description	Estimated risk level (1 – 5)	Strategies/actions to avoid or minimize risk impact
<i>Category option:</i> 1. Political instability 2. Natural disasters 3. Economic volatility 4. Dietary shift 5. Food safety hazards 6. Lack of access to markets 7. Climate change 8. Other	<i>Mention and explain the risks that may occur in this column. One row for one risk. Match the risk description to the risk category column</i>	<i>Level 1: low Level 5: high</i>	<i>Please list the strategy to mitigate each risk identified. Please indicate the same number and order.</i>

ANNEX VII – ITEMIZED BUDGET TEMPLATE

Proponent :
 Title of proposed innovation :
 Country :
 Budget requested (USD) :
 Implementation period : From: mm/dd/yyyy
 : To: mm/dd/yyyy

Output(s)	Items	Description	Per Unit Cost (USD)	Unit Numbers (Days)	Payments				Total Budget (USD)
					1 st (40%)	2 nd (x%)	3 rd (x%)	4 th (10%)	
Output 1: Final proposed business plan <i>(the problem, solution, and business plan that is developed during the incubator)</i>	Personnel	Personnel name and position title							
		Personnel name and position title							
		Personnel name and position title							
		Total Personnel							
	Other expenses	Travel and meetings							
		Contractual services							
		Consultants							
		Communication materials							
		Other expenses (please specify)							
Output 2: xxx	Personnel	Personnel name and position title							
		Personnel name and position title							
		Personnel name and position title							
		Total Personnel							
	Other expenses	Travel and meetings							
		Contractual services							
		Consultants							
		Communication materials							
		Other expenses (please specify)							

Output 3: xxx	Personnel	Personnel name and position title							
		Personnel name and position title							
		Personnel name and position title							
		Total Personnel							
	Other expenses	Travel and meetings							
		Contractual services							
		Consultants							
		Communication materials							
		Other expenses (please specify)							
Output 4: Final Report <i>(highlighting the results, impacts and lessons learned from the programme)</i>	Personnel	Personnel name and position title							
		Personnel name and position title							
		Personnel name and position title							
		Total Personnel							
	Other expenses	Travel and meetings							
		Contractual services							
		Consultants							
		Communication materials							
		Other expenses (please specify)							
TOTAL									