

BUILDING WASTE AND CIRCULAR ENTERPRISES IN ETHIOPIA

GREEN BUSINESS INCUBATOR

TERMS AND CONDITIONS

The project "**Building Waste and Circular Enterprises in Ethiopia**" is a three-year program consisting of two main components: the Green Business Incubator and the Green Innovation Lab. The program aims to develop an ecosystem that can support the growth of waste management and circular enterprises. Each component has specific focus areas and delivery approaches.

The **Green Business Incubator** builds on Reach for Change's experience in delivering similar programs in Ethiopia and other markets. However, this Green Business Incubator is unique because it addresses the identified gaps in supporting the alumni of the Green Innovation Lab and other early-stage waste management and circular enterprises. The Incubator provides them with tailored tools and capacity development opportunities to sustain and grow their operations.

The program's objective is to develop sustainable business models, improved business processes, and best practices for a total of thirty (30) waste management and circular enterprises in three cohorts over three years.

1. The Objectives of the Incubator

The Green Business Incubator is set up with the following objectives:

- Raise awareness in general about how green entrepreneurship is key to creating a brighter and more promising future in Ethiopia and Eastern Africa.
- Inspire young people to become green entrepreneurs and changemakers by providing them with the requisite support needed on this journey.
- Engage potential and existing impact leaders with green solutions to apply to the Building Waste and Circular Enterprises in Ethiopia program.

2. Conditions for Participation in the Green Business Incubator

2.1. Legal form

Organisations that apply must be led by a green (social) entrepreneur and will be considered through a variety of legal forms: from non-profits to profitable businesses.

2.2. Thematic focus

Green enterprises that apply should have a proof-of-concept or Minimum Viable Product (MVP) that can contribute to meeting the needs of youth and women in Ethiopia's green transition. They should also be willing to scale their impact. Alternatively, they should have been working in the area of

circularity, be able to demonstrate positive results from their work and be willing to adapt it to the needs of youth.

2.3. Geographical conditions for participation in the Green Business Incubator

In the Incubator, candidates are only accepted if they reside in the capital of Ethiopia, Addis Ababa.

2.4. Consent to the handling of personal data

When applying for the Green Business Incubator program, applicants are required to provide their consent to Reach for Change for the handling of the data that is included in their application and additional documents. Reach for Change guarantees that personal data will not be shared or made available to third parties outside the evaluation process. To learn more about the collection, processing, and protection of personal data, including when and why personal data is collected and the conditions under which it can be disclosed to third parties, please refer to the Privacy Policy for the program available [here](#).

3. Criteria for evaluating the enterprise and candidate

3.1. Problem

- **Is clearly defined**

The problem identified is clearly defined, and the scope and severity of the problem are backed up with data from a reliable source. There is a clear indication that the problem is inadequately met by current systems or alternative solutions.

- **Key root causes are identified**

The key root causes of the defined problem have been identified. The causes defined by the entrepreneur are validated by empirical or statistical data, ideally from multiple sources. The entrepreneur should be able to clearly explain which are the critical root causes that are not being adequately met by the current systems/support measures.

- **Green entrepreneur shows informed understanding**

The entrepreneur's understanding of the problem is informed by interactions with those directly affected by the problem (e.g. beneficiaries) and there is clear validation of this understanding by stakeholders closely involved in addressing it (e.g., social workers, sector experts).

- **The problem identified is aligned with the thematic focus of the program**

Addressing the defined problem will contribute to improved outcomes for youth in Ethiopia and East Africa in the context of the green and circular transition. Addressing the problem could contribute to supporting green/circularity skills and employability, closing the understanding gaps, addressing barriers to green transition, and ensuring equitable access to green products or services, but other outcomes would also be considered as long there is an argument about how they can contribute to Ethiopia's Green Future.

3.2. Solution

- **Addresses the identified problem**

The green entrepreneur has developed a solution which addresses the problem identified. The audience of the enterprise (users, suppliers, investors, key partners and experts) should recognize the solution's impact as credible and a legitimate response to the problem.

- **At the proof of concept stage with an indication of commercial and social impact**

The green enterprise has shown experience in implementing the proposed solution with its primary users or target market for at least a year. The enterprise can provide strong evidence - preferably through evaluation of quantitatively measured outcomes - of positive impact on the main target market.

- **Has the ambition and initial strategy for scaling impact in place**

The green entrepreneur has the ambition to have an impact on a significant share of their target market. They have identified a potential way to help them scale their solution.

3.3. Leadership and Team

- **Demonstrated "Good Fit"**

The green entrepreneur and their team have demonstrated a strong desire and ability to take advantage of the support we can offer in the program. The support provided within the program is a good fit with the strategic priorities of the enterprise and with its operational plan for the period of 2024 - 2025. The enterprise has appointed a clear project lead who will be responsible for the scaling of the solution and will take part in all activities in the program.

- **Demonstrated Leadership**

The green entrepreneur/project lead has demonstrated that they are action-oriented, a strong and inspirational communicator, smart, brave and passionate. The project lead is an experienced individual (ideally with previous experience in the green sector) and is trusted by internal stakeholders. Internal stakeholders fully support incubation and have been consulted. The project lead demonstrates strong motivation and a growth mindset, balanced with an understanding of the challenges that lay ahead and a willingness to learn, adapt the growth approach, and bring in additional skills, expertise and mindset to the team if the goals of the Incubator require this.

- **Demonstrated Ethical Fibre**

The green entrepreneur has continued to demonstrate their honesty, trustworthiness and reliability. They have convinced us that they would be a great addition to our global network of social entrepreneurs and our program.

- **Competent team in place**

Team roles and responsibilities have been reviewed and there are some initial ideas about what potential roles and expertise will be needed to support their growth.

- **Ability to build and maintain collaborations and sustainable partnerships**

The team has a proven collaborative mindset and skills that would allow them to grow.

3.4. Green enterprise capacity

- **Feasible Goals**

The initial growth ambition is clear and supported by clear goals for addressing the problem. The green entrepreneur can explain what steps they want to take in 2024 and 2025 that can help them eventually reach a significant portion of the target market.

- **Indication of financial sustainability**

The enterprise can demonstrate that it is committed to and on track to identify a sustainable business model. A plus if the enterprise can demonstrate through financial records that it has a track record of mobilising capital for its impact goals and that it has achieved a level of financial stability that will permit it to dedicate resources to pursue its growth ambitions.

- **Processes in place**

A plus if the enterprise has established financial, operational and people management processes in place. The project leader has identified the need to attract additional expertise in the team to support the growth process and has secured the buy-in of the team.

4. Program support

Non-financial support

- **Ongoing capacity building (thematic support), networking and linkages to key ecosystem actors**

Throughout the Green Business Incubator, the 10 green entrepreneurs for each cohort will receive regular one-on-one coaching from Reach for Change staff and external business/thematic trainers. This training will align with Reach for Change's Development Tracker milestones and will culminate in the delivery of individualised growth strategies. Where relevant, Reach for Change and the IKEA Foundation will connect individual green entrepreneurs to relevant stakeholders in its network that could support further development/scaling/funding of their green solution.

- **Group online sessions**

At regular intervals, green entrepreneurs will be invited to join online workshops on differing themes. Sessions will be peer exchange-based or Q&As involving external experts speaking on a particular topic (e.g. access to financing, cross-sector collaborations). Eight online sessions will be held in the period from May 2024 to March 2025.

- **Pitch day**

Towards the end of each cohort of the Green Business Incubator, Reach for Change will convene a pitch day featuring the cohort and a wide range of external investors and strategic stakeholders, who are in a position to support the green entrepreneurs with funding and other opportunities post-project. Invitees will include venture capitalists, philanthropic foundations, AU representatives, and others within Reach for Change and IKEA Foundation networks. The pitch “day” will be a 2.5-hour-long physical event with interactive elements.

5. Application process

5.1. Application

- To apply, each candidate must fill out an online form or download the form to fill out and then send it via email. In the form, the candidate will have to describe the social problem, the solution they propose, and their enterprise capacity and needs. The completed online form is called an application.
- The application must be completed and submitted in **English** or **Amharic**. The application does not need to be completed in one go, but you do need to access it through the same link and the same device. The application must be submitted within the specified period (cf. pt. 6 "Stages and deadlines for conducting the competition").
- Participants in the Green Business Incubator automatically receive a message in the system and by e-mail that their applications are registered. Submitted applications are kept in the administrative base of Reach for Change in Ethiopia. Reach for Change has the right to request additional information from the participants in the Green Business Incubator.
- Reach for Change Ethiopia is not responsible and does not accept complaints related to communication problems with the Internet.
- Applications sent by e-mail be considered.

5.2. Selection of candidates

The search and selection of 10 finalists are described in the 5-stage process below. Each participant in the Incubator will receive a message about the status of their application in the e-mail indicated by her/him.

- **First stage: Administrative verification of eligibility criteria**

Employees of Reach for Change will verify all applications as of when received. Applications that have incomplete mandatory fields or that are not aimed at solving problems identified under these Terms and Conditions will be excluded from the process. Reach for Change will make additional provision of documents if necessary.

- **Second stage: Screening and shortlisting from employees of Reach for Change**

All candidates who have passed the first stage of selection will be screened according to previously accepted evaluation criteria by Reach for Change employees. This phase will run in parallel with the first stage of the selection process.

- **Third stage: Refresher Pitch Training**

The Reach for Change team will invite the most promising candidates (max. 20 green entrepreneurs) to pitch refresher training for the next stage of the selection process.

- **Fourth stage: Pitch and Jury Day**

Applications of candidates who successfully passed the screening and shortlisting stage will be invited to pitch and be reviewed by a final jury composed of project partners and other potential experts. The jury will select the final ten (10) green entrepreneurs to take part in the Green Business Incubator.

6. Stages and deadlines for the search and selection

The schedule is indicative and subject to change in case of a decision made by Reach for Change. Candidates must anticipate their participation at each stage.

Application Opens	18 March 2024
Application Closes	31 March 2024
Screen and Shortlisting	2 and 3 April 2024
Refresher Pitch Training	9 April 2024
Pitch and Jury Day	16 April 2024
Announcement of Selected Candidates	25th April 2024

7. Provision of information during the Green Business Incubator

7.1. Evaluation of the green solution

Unsuccessful candidates have the opportunity to receive, after an express written request on their part, additional information about the evaluation of their project. Additional information is obtained within 60 working days of accepting the request.

7.2. Communication to the broader public

The broad public can find information about the results of each stage of the Incubator on our [website](#) and [Facebook page](#).

7.3. Information about selected participants

Information about the selected participants will be published on the Reach for Change Ethiopia website and Facebook page and will be shared with the Reach for Change community through a newsletter.

7.4. Point of contact

During the application period (March - April), the employees of Reach for Change are available for any questions at: elsabeth.tsegaye@reachforchange.org

8. Terms and conditions for concluding a contract with the finalists in the Green Business Incubator

9.1. Contract concluding the Search and Selection process

The 10 selected entrepreneurs on April 16, 2024, will receive contracts for May 2024 to March 2025.