

**HORTI-EXPORT PROJECT - RWANDA**

**Project proposals form**

**June 2021**

*The number of pages for this proposal to be submitted to Horti-Export must not exceed 25 pages. Failure to comply will result in automatic disqualification.*

1. **General Project Information**

|  |  |  |  |
| --- | --- | --- | --- |
| **General project information** | | | |
| **Applicant organisation:** |  | | |
| **Name of contact person:** |  | | |
| **Email address of contact person:** |  | | |
| **Phone number of contact person:** |  | | |
| **Brief description of the main activities of the applicant organisation:** |  | | |
| **Project name:** |  | | |
| **District(s) of implementation:** |  | | |
| **Crop(s) targeted:** |  | | |
| **Project partner(s):** | <e.g. implementing partner, local NGO involved, other companies or cooperatives in the chain etc.> For each partner please give their name, contact person, contact details, brief description of main activities, and relation to the main applicant. | | |
| **Project duration:** | <months> | | |
| **Estimated starting date:** | <dd/mm/yyyy> | Estimated ending date | <dd/mm/yyyy> |
| **Project budget:** | <amount in EURO’s> | | |
| **Total private contribution:** | <total amount in EURO’s and clear indication of the % of the private contribution in cash and the % in-kind[[1]](#footnote-1) (max 20% in-kind) | | |
| **Total public/other contribution:** | <total amount in EURO’s and clear indication of the % of the public or other contribution in cash and the % in-kind | | |
| **Total funding requested from Horti-export:** | Requested grant money: <EURO> | | |
| **Amount for coordination of the project (to be included in total budget):** | Max 10% of the total project | | |
| **Key sustainability focus (please tick applicable boxes):** | Smallholder/cooperative inclusion (Organization of farmers, capacity building)  Business scoping (feasibility, market outreach, business plan and development)  Strengthen SMEs operations (agronomy, AQ, Sales, Marketing, bookkeeping)  Improvements (logistic, pack house, packaging, buildings, purchase of machinery)  Capex, working capital (new pack house, vehicles, machinery)  Enabling environment (globalgap, social compliance, nursery, packaging) | | |
| **Project summary:** | <Provide a short summary (max. 200 words) on the project. Describe its core objective(s) and how the main activities will lead to the expected results> | | |

1. **Project description**

Kindly answer the questions below by describing what your company wants to do with this project and how it will make a positive long-term impact. Formulate this in both qualitative and quantitative terms, and be as SMART (Specific, Measurable, Achievable, Realistic, and Time-bound) as possible. Take into consideration the remarks on the concept note (attachment number 4).

1. **Context of the project** *<i.e. what are the challenges you are facing, what is the opportunity you see and why is it the right moment to develop and implement this project?>*
2. **Description of the main issue** *<Provide a description of the main problem(s) or issue(s) that the project will address.>*
3. **Project objectives** *<Summarize the key objectives of the proposed project. Please also relate where possible to the main objectives of Horti-export (ie How many farmers in the six districts with sustainable and climate resilient productivity and income increases, How many SMEs in Rwanda with increased turn-over and net earnings, and how many cooperative/farmers will be* *strengthened in terms of business operations and service provision to farmers? Also, how many jobs will this project create according to your estimations?)>*
4. **General project approach** *<Describe how you plan to tackle the issue. What is the general approach of the project, what are the key activities? What do you want to achieve and how?*

*Which knowledge transfer and other activities will be conducted to make the project sustainable in the long run?>*

1. **Capacity of the project partners** *<Please describe why the main applicant and project partners are able to successfully implement the project. (e.g. what is your combined experience in Rwanda and in working in fruit and vegetable value chains for domestic, regional and export to EU markets etc)>*
2. **Scaling up or trying a new approach?** *<Explain if your proposal should be considered as a project that will scale up a proven concept, or if it is aimed at testing or implementing a new or innovative approach. Tick the relevant box below and answer the relevant follow-up questions.>*

Scaling up a proven concept

*<How and where has the concept been proven? Please explain how it will be cost-efficient (both in terms of costs per farmer and cost per volume) and how the project is able to reach a large number of farmers / suppliers.>*

New or innovative approach

*<Please describe what is new or innovative about the approach. What additional investments will be made to this project that is related to innovation? How will you make sure conscious learning is generated and shared?>*

1. **Business case and benefits** *<Please provide insight into the different key stakeholders motivation to participate in this project. What are the expected benefits for them? What is the business case for farmers, the project partners and broader supply chain partners, both during project implementation and in the long term?>*

|  |  |  |
| --- | --- | --- |
|  | Benefits | Costs |
| Farmer level |  |  |
| Exporter/packer/processor level |  |  |
| International buyer level |  |  |

1. **Market** *<Is your target market sufficient for a sustainable business case? If so, please explain why. If the business case is based on the marketing of fruits and vegetables: please indicate whether the project targets 1) the Rwandan domestic market, 2) the regional export market (ie to countries near Rwanda), and/or 3) the international export market (e.g. EU, Middle East, etc.)>*
2. **Gender and Youth.** *<To what extent does the project provide opportunities to include women and persons of 30 years of age or younger? What are your targets? What is the approach to achieve these targets>*
3. **Creation of employment opportunities.** How many andwhere in the entire supply chain are you expecting to create jobs?
4. **Impact of the project beyond its direct scope** *<Describe what the (social and economic) impact of your project will be on food security and the local Rwandan economy.>*
5. **Monitoring and reporting** *<describe how you will plan for data collection and monitoring to track progress on the project targets (KPIs)>*
6. **Exit strategy.** *<Please describe how you will ensure that the outcomes of the project can be sustained after the completion of the project.>*

1. **Information about the area**

|  |  |
| --- | --- |
| **Country** |  |
| **Project area (e.g. name and number of regions or districts) provide a map as an annex with location.** |  |
| **Average land holding size of producers (Ha.):** |  |
| **List season(s) of the targeted crop(s):** | Preparing: from mm to mm. Harvest: from mm to mm |
| **List major other crops in the region. Do you or farmers intercrop, and if yes, with what? Describe the relative importance of the targeted crop compared to other crops the farmers produces and rotates with (if any).** |  |
| **Average yield in the area (for the project crop) (tons/ha/season):** | <If no reliable data is available, provide an estimate figure (Note: reliable baseline information will have to be gathered before start of project activities).> |
| **Average income from project crop in the area (euro/ton):** | <If no reliable data are present, provide an estimate figure (Note: reliable baseline information will have to be gathered before start of project activities)> |
| **Other income sources of farmers and workers:** | <List common other sources of income of these smallholder producers/workers > |
| **List major sustainability issues farmers, cooperatives, and/ or companies that are active in fruit and vegetable value chains face in the region. Any other major region sustainability issue that affects farming and the supply chain? Attach literature, information or links if available.** |  |
| **List the major issues workers face in the region (social including working conditions, economic, environmental). Attach literature information or links if available:** |  |
| **List good practices and opportunities in the area or sector that are or can be an example for the project:** |  |
| **Assess the influence of local infrastructure on the project** | <assess the presence and quality of roads, communications, etc. in relation to the supply chain logistics and the project.> |
| **Assess the access to finance in the area:** | <describe the situation for companies, cooperatives, and producers in accessing credit in the project area. (ie to what extent are these stakeholders able to access credit, from who, and on which conditions)> |
| **Assess institutional availability:** | <describe the support structure of, and relation to, the local and national governments in the project area.> |
| **Cooperation with other development projects** | <describe opportunities to work with other development projects or overlap with activities of other project. In what way would collaboration be an opportunity?> |
| **Other:** | <mention any additional information or characteristics of the project area that you consider relevant to share> |

1. **Project Activities, Timeline, KPIs and costs**
   1. **Detailed description of the project activities table**

*Make sure to provide relevant details, giving a full picture of the project. Some examples on the degree of detail we are looking for:*

* *If your project concerns developing operational capacity or farmer training then make sure to include a clear indication of the training curriculum (e.g. GAP, IPM, business management, frequency/duration of training/names and organizations of the trainers and details on the training methodology).*
* *If the project concerns producer organization, then make sure to explain whether you will work with existing producer groups or new groups, how producer aggregation will be realized and how the producer group will be (further) strengthened.*
* *If your project concerns other interventions (provision of services, inputs, etc., introduction of traceability systems, certification, investments in processing and added value at farm level, other investments, etc.), please assure you describe the activity and the reasons for doing these activities. Add where possible, evidence of good practices elsewhere or own experiences you are using as guidance for your investments*
* *If the project includes capex, working capital (ensure issues and materials are listed and describe how they will contribute to the success of your business)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Project objective (copy the objectives described under question B3)*** | ***Activities to be developed***  ***(numbering in line with Budget Template)*** | ***Timeline (quarter & year)*** | ***Budget required*** | ***Who will perform the activity?*** |
| Objective (A): | 1. |  |  |  |
| 2. |  |  |  |
| 3. |  |  |  |
| Objective (B): | 4. |  |  |  |
| 5. |  |  |  |
| 6. |  |  |  |
| Objective (C): | 7. |  |  |  |
| 8. |  |  |  |
| 9. |  |  |  |
| Objective (D): | 10. |  |  |  |
| 11. |  |  |  |
| 12. |  |  |  |

1. **Project budget and contributions**

For this section, refer to the “*2. Horti-export - Budget template full project proposals July 2021*” provided, and fill in your relevant data and attach with this document (full proposal).

* 1. **KPI table**

For this section, refer to the “*3. Horti-export - KPI template full project proposals June 2021*” provided, fill it with your relevant KPIs and attach with this document (full proposal).

Explanation funding flow graphic

* A\*: Funding/TA from Horti-export to main applicant (a company/exporter) for the project according to the budget.
* B\*: Funding/TA from Horti-export to service supplier or local capacity builder (LCB). It may be possible that the main applicant and co-applicants do not have the capacity to engage with and hire local service suppliers or LCBs that perform a necessary service for the project. Horti-export could in that case contract such service suppliers as part of its support, but will only do so by exception and when absolutely necessary for the success of the project.
* C: The main applicant channels Horti-export funds to the co-applicants and implementing partners according to the budget. Co-applicants may in turn also channel Horti-export funds to implementing partners.
* D: Private contribution from partners outside of the scope of the agreement between Horti-export and the main applicant.
* E: The combined Horti-export and private contributions translate into project activities as agreed in the agreement between Horti-export and the main applicant.

\*The sum of ‘A’ and ‘B’ is the total contribution from Horti-export to the funding agreement.

Scope of the agreement =

The main applicant is responsible for the realisation of all private contributions under the contract and all expenditures carried out by co-applicants, implementing partners, and other private partners.

Explanation project reporting graphic

1. Project teams on the ground report directly to respective organisations, at agreement and responsibility of main applicant
2. All project partners and implementing partners report directly to the main applicant on progress and financials (audit required)
3. Main applicant collects all the reports from the field and aggregates these reports, ensures compliance to guidelines/audit instructions
4. If applicable, service providers and/or local capacity builders report directly to Horti-export according to contract requirements
5. **Related Company/Cooperative Activities, Ambitions and Contribution Requests**
6. **Existing or similar projects** *<Does the proposed project build on an existing project or are there similar projects being implemented in the same area? If so, provide brief information about the content and results of this/these project(s)>*
7. **Other support.** *<Does the main applicant or any of the other partners in this project benefit from support from (other) development programs or donors? If so, please elaborate on this support (e.g. from who, for what, what kind of support, how much support, etc.)>*
8. **Link to company/cooperative ambitions and sustainability strategy** *<How will this project add to the overall sustainability strategy and ambition of your company or cooperative? Explain and also describe how this can be demonstrated at the end of the project.>*
9. **Requested financial contribution** *<Describe why you require financial contribution from the Horti-export project. Make sure to include numbers and sources of the requested contribution.>*
10. **Describe the business case for cooperating in this project, both from your own and a broader supply chain perspective, by filling in the table below.**

|  |  |  |
| --- | --- | --- |
| **Actor** | **Short-term interest** (During the project implementation) | **Long-term interest** (Beyond project implementation) |
| **Farmer** | <why would a farmer want to participate in this project? What are his benefits during the project duration> | <why would a farmer want to participate beyond the duration of the project? What are his benefits on the long term? > |
| **Cooperatives** | <What is the business case for the cooperatives during the duration of the project? Why is this a relevant project to invest in as cooperative on the short term?> | < What is the business case for the cooperatives beyond the duration of the project? Why is this a relevant project to invest in as cooperative on the long term?> |
| **Companies** | <What is the business case for the companies during the duration of the project? Why is this a relevant project to invest in as private company on the short term?> | < What is the business case for the companies beyond the duration of the project? Why is this a relevant project to invest in as private company on the long term?> |
| **Project Implementer** | <What is the business case for the implementing partner during the duration of the project? > | <What is the business case for the implementer partner beyond the duration of the project?> |
| **Sector/public interest** | <How does it serve the public interest during the duration of the project?> <what are relevant expected outcomes of the project for the public good> How does this project provide learning that benefits this sector and others? How could best practices and other learnings be shared?> | <How does it serve the public interest beyond the duration of the project? How does this project provide learning that benefits this sector and others on the long term? >> |
| **Horti-export** | <Why does this project qualify for co-funding by Horti-export on the short term? How does it serve the goals and the objectives Horti-export on the short term?> | <Why does this project qualify for co-funding by Horti-export on the long term? How does it serve the goals and the objectives Horti-export on the long term?> |

1. **Partners and Partnerships**
2. **Details and capacity of Applicant**

|  |  |
| --- | --- |
| **Project Applicant Details & Contact Persons** | |
| Full name of organization: |  |
| Legal form of entity: |  |
| Full name legal representative: |  |
| Position of legal representative: |  |
| Address of the organization: |  |
| Name of contact person: |  |
| Email address of contact person: |  |
| Phone number of contact person: |  |
| Financial contact person for this Application (responsible for financial reporting to Horti-export): |  |
| Financial auditor of the Applicant and contact details: |  |
| Main role and responsibilities in the project: |  |
| Experience in the identified activities in the selected region : |  |
| Experience in the execution of similar projects: |  |
| Are the identified crops already cultivated in the selected are? |  |
| Will the Applicant assign specific human resources to the project (e.g. allocate time for someone to report on the development of the project to Horti-export and to coordinate the project)? Provide a name an position in the company or cooperative. |  |

1. **Details and capacity of other project partners**

|  |  |
| --- | --- |
| **Project Partner 1 (add a table like this one for each partner involved)** | |
| Full name of organization: |  |
| Legal form of entity: |  |
| Full name legal representative: |  |
| Position of legal representative: |  |
| Address of the organization: |  |
| Name of contact person: |  |
| Email address of contact person: |  |
| Phone number of contact person: |  |
| Main role and responsibilities in the project: |  |
| Experience in cultivating the identified crops in the selected area: |  |
| Experience in similar projects: |  |
| Are the identified crops already cultivated in the selected are? |  |
| Will the Applicant assign specific human resources to the project (e.g. allocate time for someone to report on the development of the project to Horti-export and to coordinate the project)? specify. |  |

1. **Risk assessment**
   1. **Assumptions for success**

*<Describe the conditions expected to exist that enable the success of your innovation / project. (Examples: favourable climate conditions for growing these specific crops, farmers are already organized in farmer groups which will speed up the training process, etc., expected increase of market demand for specific crop, etc.)>*

* 1. **Key risks and risk mitigation**

*<Describe key risks associated with project implementation. Define the mitigation strategies to be followed by the project partners to minimize these risks. For example, include operational, market driven, financial, natural or political risks. You may add more rows if needed.>*

|  |  |  |  |
| --- | --- | --- | --- |
| **External risk** | **Risk probability** | **Potential impact** | **Actions to mitigate risk** |
| ... | High/medium/low | High/medium/low | … |
| ... | High/medium/low | High/medium/low | … |
| ... | High/medium/low | High/medium/low | … |
| ... | High/medium/low | High/medium/low | … |
| **Internal risk** | **Risk probability** | **Potential impact** | **Actions to mitigate risk** |
| ... | High/medium/low | High/medium/low | … |
| ... | High/medium/low | High/medium/low | … |
| … | High/medium/low | High/medium/low | … |
| ... | High/medium/low | High/medium/low | … |

1. Time spent in service of the project. [↑](#footnote-ref-1)