Please use the following format to submit your proposal. Proposals shall be submitted in English and 10-15 pages in length. Full proposals may not be more than fifteen (15) pages

<table>
<thead>
<tr>
<th>Cover Page</th>
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<td>Your logo (if any)</td>
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**BUSINESS PLAN / PROPOSAL**

Your title  
Business name  
Address  
Telephone #  
Email address  
Web site URL (if any)  

Date
<table>
<thead>
<tr>
<th>Table of content</th>
</tr>
</thead>
<tbody>
<tr>
<td>0. Cover Page</td>
</tr>
<tr>
<td>1. Executive Summary</td>
</tr>
<tr>
<td>2. The Business</td>
</tr>
<tr>
<td>A. Description of the current business/organization</td>
</tr>
<tr>
<td>B. Current product/Services</td>
</tr>
<tr>
<td>C. Current business analysis</td>
</tr>
<tr>
<td>D. Proposed new interventions</td>
</tr>
<tr>
<td>E. Expected outcomes</td>
</tr>
<tr>
<td>F. Sustainability</td>
</tr>
<tr>
<td>G. Management</td>
</tr>
<tr>
<td>3. Financial Data</td>
</tr>
<tr>
<td>A. Budget and budget narrative</td>
</tr>
<tr>
<td>B. Cost share</td>
</tr>
<tr>
<td>C. Risks/mitigations</td>
</tr>
<tr>
<td>Appendix</td>
</tr>
</tbody>
</table>
Executive Summary

1. Project Name
2. Name of Organization
3. Address
4. County & Sub-county
5. Telephone and email
6. Key contact person(s) and title
7. Length of proposed project (in months)
8. Cost share funds
9. Source of Cost Share Funds
10. Total funds requested from KCDMSD
11. Total cost of project (Cost Share + KCDMSD Grant)

12. Previous Donor support/Investment
<table>
<thead>
<tr>
<th>Name of Donor</th>
<th>Period/duration</th>
<th>Amount</th>
<th>Activities covered</th>
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Section I: The Business

A. Description of the current business/organization
   In this section, please provide a short description of your business in its current state, including the following:
   - Nature of business
   - Ownership or membership structure. Include information on age and gender.
   - Source of investment capital
   - Geographical area of operation
   - Where do you source
   - Where do you sell
   - Years in operation
   - How do you engage with or empower women or youth?

B. Current Products/Services
   In this section, describe the product or service currently sold/provided by your business. This will include details of product features and an overview of unique technology or processes. If you are proposing to expand your product or service offering with KCDMSD support, please focus here on what you currently offer and what you have accomplished previously.
C. Current Business Analysis

Please provide a description of your business/organization and its potential for growth. The narrative response should include, at a minimum, answers to the following questions.

- **Current status of business/organization:**
  - Who is your target population?
  - Who purchases your products or services? Where are the end markets?
  - What are annual sales volumes?
  - What are current trends in your business? Have you experienced growth?
  - Who are your competitors?

- **In which dimensions of the current business is there potential for growth?**
  (Examples: expansion of supplier base, expansion of output markets, workforce, level of operation and increase in production (increased quality, quantities), diversification into new/related products, value addition and certification)

- **What are the constraints to achieving growth in those dimensions?**
  (Examples: economic trends, prices, lack of appropriate skills/workers, inability to access financing.) What are the implications of these constraints on your business? What have you already done to address them?

- **How does your business/organization remain competitive?**
  (For example, ways in which your businesses will endure the market dynamics and related shocks.)

D. Proposed new interventions to address your constraints to business growth

In this section, please describe the proposed intervention for which you are requesting KCDMSD support. Note that requested funding should not exceed $5M Kenyan Shillings. The funding levels vary with the type of organizations and interventions undertaken by the entity as categorized below:

1. NGOs and Business service providers (BDS) – KES. 1,000,000 – KES 5,000,000
2. Women – and Youth Led Enterprises – KES. 1,000,000 – KES. 3,000,000
3. Cooperatives and Women and Youth groups – KES 500,000 – 2,000,000

The intervention should be able to be completed within a one-year period with a clear set of activities and milestones.

Include details such as:

- **What is the goal of the proposed intervention/activity?**
- **How will it empower youth and/or women?**
- **What is the timeframe? What concrete milestones will be completed within one year?**
- **What inputs are required?**
- **How will the proposed intervention/activity change your business/organization?**
- **Will this solution lead to greater cost-effectiveness within your operations?**
- **How does the solution deliver improved business performance or enhance impacts?** May include but not limited to efficiency in operation-reduced production/operation cost, turn-around time, HR, operations, finance management, increased operation/production/storage capacity, compliance/acceptability of your products and services by target markets, more supplier support for increased quality and quantities supplied.
- **Why has your business been unable to make this change in the absence of outside support?**
E. Outcomes
The outcomes should indicate in quantitative terms, to the extent possible, what the project will produce through its planned activities and budget.

- What are the outcomes that you expect your solution to deliver? (Examples: increased/expanded sourcing and markets/clients (include growth in numbers of suppliers and markets), volumes, sales, revenue/profitability, number of employees, etc.).
- How will interventions both grow the capacity and sustainability of your organization and contribute to KCDMSD objectives, and lead to improved efficiency of the value chain?
- Please make note of any ways in which the intervention benefits women, youth, or other marginalized groups. How many youth or women will be impacted?
- Please note any way (if applicable) your activities will contribute to improved nutrition outcomes.

G. Sustainability
Describe how the proposed intervention will lead to a change in your business that will be sustainable beyond the timeframe of KCDMSD support and explain why your business/organization been unable to make this change previously.

Please include detailed information on the business model which will sustain your organization post-funding such as projected unit costs, unit revenues, ongoing operational costs, etc. Include any cash-flow plans the company has developed.

F. Management
Describe your management structure and your plan for managing the proposed activity.

- Describe your current organizational structure (organogram) outlining the roles and responsibilities of each line. Include information on age and gender of staff/members.
- Present key personnel who will oversee the management of KCDMSD-specific activity and indicate how they complement each other.
- Describe any experience your organization has receiving USAID or other donor funds in the past, how those funds are managed, and how the business plans to be self-sustaining in the future.

Section II: Financial Data

A. Budget and Budget Narrative
The detailed proposal budget consisting of a spreadsheet and an accompanying narrative. Ensure that the budget presents realistic costs for implementing KCDMSD activities. Note that during the negotiation stage, the proposed costs will be analyzed against vendor quotes for all items.
Each application must contain a detailed line item budget accompanied by a budget narrative explaining all costs. The narrative will describe how the applicant arrived at each unit cost and the number of units for each line item. An acceptable budget will have all costs broken out by unit costs and clearly show the number of units used for each line item. The budget should ONLY cover the additional expenses required to carry out the proposed new intervention. It should not include operating costs or capital investment for the existing ongoing business.

Applicants will be provided with a spreadsheet template below to enable them complete and submit their detailed project budgets.

Per USAID regulations, KCDMSD funds cannot be used for construction or restricted items such as: restricted agricultural commodities (pesticides, fertilizers, seed, germplasm, livestock, etc.), motor vehicles including motorcycles. Please see APS for complete list of restricted goods ineligible for KCDMSD funding. **If the above items are necessary to the successful completion of the activity, they should be included in the cost-share portion of the budget.**

**B. Cost Share**

Cost share is required, and the detailed cost share contributions should be inserted into the budget and should be explained in budget narrative in this section.

Minimum cost share for this RFA is 10%. Applicants in all categories should contribute a cost share of at least 10% of the total cost of the project proposed, but Private firms and NGOs with concepts between KES 2,000,000 and KES 5,000,000 should expect to contribute a cost share of 50% at a minimum. Please see the APS for additional information.

**C. Risks/Mitigation**

Describe scenarios of adverse conditions and how you intend to respond to them. Examples: Climate change risks; your sales projections are not achieved; underestimating costs; you can’t find trained labor; your competitors release a new, better product or service; the main supplier fails to honor quotas, etc.