

# Feed the Future Rwanda Hanga Akazi Activity

## Annual Program Statement (APS)

### Call to Participate in Enterprise Growth, Employment, and Entrepreneurship Partnerships in Rwanda’s Agri-Food System

The Feed the Future Rwanda Hanga Akazi (HA) Activity is a 5-year activity designed to facilitate growth leading to inclusive job creation and entrepreneurship in Rwanda’s agri-food system. Using a market systems approach, the Activity aims to support access to productive resources for enterprises and entrepreneurs in the agri-food system that are poised to grow and hire. The Activity will also work on the labor supply side through a workforce development component, linking demand from growing enterprises to curriculum development and training so that job seekers bring the skills employers need. The Activity will support increased entrepreneurship in the agri-food system, helping to identify areas of opportunities for entrepreneurs and connecting them with the supporting services—such as business development, access to finance, and market linkages— they need to succeed.

The Activity wishes to partner with existing and new businesses, cooperatives, training providers, and other private sectors operating in the agri-food system in Rwanda to increase employment and entrepreneurship opportunities, particularly for women, youth, and persons with disabilities. Examples of actors in the agri-food system who may be interested in responding to this APS are shown below and include a range of actors including, but not limited to, enterprises, producers, processors, transporters, and consumers.

Food supply	Food environment	Food and water utilization
<ul style="list-style-type: none"> <li>• Increasing agricultural production and reducing loss</li> <li>• Transport and storage</li> <li>• Food trade and distribution</li> <li>• Processing and packaging</li> <li>• Land and water resources</li> <li>• Input and water supply</li> </ul>	<ul style="list-style-type: none"> <li>• Market access</li> <li>• Market information</li> <li>• Promotion and advertising</li> <li>• Information and communication technology</li> <li>• Food and water quality and safety</li> <li>• Financial services, including insurance</li> <li>• Training and skills development</li> </ul>	<ul style="list-style-type: none"> <li>• Food preparation / food management</li> <li>• Food hygiene and safety</li> <li>• Food retail consumption</li> </ul>

The Activity has no geographic restriction and is therefore looking for partners throughout the country. Hanga Akazi is also working to strengthen the business enabling environment through improving access to finance, policy and regulation, and business development services, and may match applicants with other forms of technical assistance.

Final funding levels will depend on quality of applications received, number of fundable applications received, market needs, availability of funding, suitability of the application in line with HA’s scope of work and competing priorities. Grants will be awarded competitively in amounts commensurate with their impact but shall not exceed the maximum amount of USD 250,000.

<b>Title</b>	<b>Feed the Future Rwanda Hanga Akazi Call for Partners</b>
<b>APS No</b>	<b>APS-HA-2023-001</b>
<b>To download the APS Application form</b>	APS Application Forms are posted in: <a href="http://www.rti.org/rfp">www.rti.org/rfp</a> APS Application Forms can also be requested at <a href="mailto:CGF-Grants@Hanga-Akazi.org">CGF-Grants@Hanga-Akazi.org</a>
<b>Any questions please email</b>	<a href="mailto:CGF-Grants@Hanga-Akazi.org">CGF-Grants@Hanga-Akazi.org</a>

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<b>Submit Concept Note to</b>	<a href="mailto:CGF-Grants@Hanga-Akazi.org">CGF-Grants@Hanga-Akazi.org</a>
<b>Date of Issue</b>	<b>March 13, 2023</b>
<b>Deadline to Submit Questions</b>	<b>Round 1: March 24,2023</b> <b>Round 2: May 22, 2023</b> <b>Round 3: July 17, 2023</b>
<b>Response to Questions published</b>	<b>Responses to questions will be published at <a href="http://www.rti.org/rfp">www.rti.org/rfp</a> on the dates indicated below.</b> <b>Round 1: March 31, 2023</b> <b>Round 2: May 29, 2023</b> <b>Round 3: July 24, 2023</b>
<b>Date of Closing</b>	<b>September 30, 2023</b>
<b>Date Applications are Due</b>	Hanga Akazi will accept APS Applications through <b>April 12, 2023</b> , for the first round. The second-round application will be accepted through <b>June 9,2023</b> and the third-round applications will be accepted through <b>August 3, 2023</b> .
<b>Eligible Activities</b>	<p>Under this APS, Hanga Akazi seeks to channel resources to support enterprises growth and increase employment opportunities, especially for women, youth, and people with disabilities. Proposed concepts should align with one or more of the sub-objectives indicted in Section I. <b>Illustrative Partnership Activities</b>.</p> <p>Hanga Akazi will consider applications that request various forms of support including grants, technical assistance, and training for enterprises who have identified a market opportunity that can be met through increased access to the aforementioned productive resources.</p>
<b>Eligible Applicants</b>	<p>Applicants must either be 1) privately registered business operating in the agri-food system in Rwanda or 2) public or private institutions who build the skills of system actors such as Technical and Vocational Education and Trainings (TVETs) and Integrated Polytechnic Regional Colleges (IPRCs) in Rwanda. All applicants should:</p> <ul style="list-style-type: none"> <li>- Be legally and formally constituted at the time of grant proposal.</li> <li>- Be compliant to government of Rwanda regulations (submit tax compliance certificate, registration certificate).</li> <li>- The activities under the grants must primarily take place in Rwanda.</li> <li>- Applications must demonstrate how partnership with HA will result in inclusive jobs and/or entrepreneurial opportunities.</li> </ul>
<b>Application Process</b>	<p>To apply, complete the attached application package. Below is an overview of the application and evaluation process.</p> <ul style="list-style-type: none"> <li>- Step 1: Interested applicants review APS and associated requirements</li> <li>- Step 2: Interested applicants submit questions regarding the process or activity before stated deadline</li> <li>- Step 3: Eligible applicants submit concept notes using the APS application package</li> <li>- Step 4: Hanga Akazi evaluates concept note applications on a rolling basis</li> <li>- Step 5: Shortlisted applicants contacted to submit full application package in response to a request for applications (RFA).</li> </ul>

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	<p>- Step 6: Awards are made to successful applicants</p> <p>Please note that being selected as an eligible applicant under this APS or applying to this APS does not mean any type of assistance is being awarded.</p>
<b>Selection Criteria</b>	<p>Factors that will be considered in selecting partnership include feasibility, impact, sustainability and scale, inclusivity, past performance and contribution (leverage). See details of criteria in <b>section III: Applications Review</b>.</p> <p>Leverage is encouraged under this APS. See <b>Section II: Leverage</b>.</p>

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## APS Application Package

### Application to Participate in Enterprise Growth, Employment, and Entrepreneurship Partnerships in Rwanda's Agri-Food System

Dear Applicant:

The Feed the Future Rwanda Hanga Akazi (HA) Activity is a 5-year development project designed to promote and facilitate inclusive economic growth in Rwanda leading to increased employment and entrepreneurship. The project seeks partnership with new existing and new businesses of all sizes operating in Rwanda's agri-food system. Hanga Akazi is also working to strengthen the business enabling environment by strengthening and increasing access to business development services, finance, incubation/acceleration in Rwanda. Through these efforts, the project aims to facilitate 19,000 new full-time jobs and to improve the employment of 23,000 Rwandans while increasing the participation of women, youth and people with disabilities in the economy as entrepreneurs, employers, and employees.

HA is seeking applications to participate in partnerships to implement activities that lead to enterprise/firm growth and generate jobs and entrepreneurs in Rwanda's agri-food system. The partnership agreements will be awarded and implemented in accordance with USAID and US Government regulations and Hanga Akazi management policies.

The Application Package includes:

- Section I. Illustrative Partnership Activities
- Section II. Leverage
- Section III. Technical Evaluation
- Section IV. Application and Submission Information
- Section V. Types of Awards
- Section VI. Unique Entity Identifier (UEI)

This is an open application process with evaluations made in three rounds. The first round of evaluations will be based on applications received on or about April 24, 2023, the second round of evaluation will occur on June 19, 2023, and the third round of evaluation will occur on August 15, 2023. Resources are limited and applicants are strongly encouraged to respond promptly.

All questions and APS Application Forms must be submitted to [CGF-Grants@Hanga-Akazi.org](mailto:CGF-Grants@Hanga-Akazi.org) For applicants who need support or assistance completing this application, please contact [CGF-Grants@Hanga-Akazi.org](mailto:CGF-Grants@Hanga-Akazi.org)

#### Section I. Illustrative Partnership Activities

Hanga Akazi will consider activities that directly contribute to the achievement of project results in a sustainable and tangible manner.

The awards are intended to facilitate economic growth through increased employment and entrepreneurship opportunities, especially for women, youth (ages 16-30) and persons with disabilities.

Areas of possible assistance include, but are not limited to:

- **Innovative Business Models:** Test, expand, and/or scale innovative business models. This may also include access to technology or other seed capital that would unlock larger investments.
- **Access to Finance:** Increase access to finance for businesses in the agri-food sector through creation or expansion of affordable, accessible financial products and services.
- **Market Access:** Market information and other services (e.g., certification, accreditation, value addition, BDS) that improve access to local, regional, and/or international markets.

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- **Labor Market Linkages:** Foster connections between employees and employers through activities such as competitions, career fairs, mentorship/coaching for start-ups, networking, B2B forums, and digital platforms.
- **Skills Building and Talent Management:** Support private sector to adapt or initiate the development of new and/or existing technical and soft skill training programs, including on-the-job training programs and paid internships/apprenticeships. This may also include approaches to talent management capacity of employers through inclusive HR management training.
- **Social Inclusion:** Businesses that are specifically promoting employment and/or skills building activities that support women, youth and/or persons with disabilities or supporting policies/practices that improve employment circumstances for these groups.

Applications can include more than one of the above-mentioned activities.

### **Hanga Akazi grant funds will not be used to support any of the following:**

- i. Construction or infrastructure activities of any kind.
- ii. Ceremonies, parties, celebrations, or “representation” expenses.
- iii. Purchases of restricted goods, such as: restricted agricultural commodities, motor vehicles including motorcycles, pharmaceuticals, medical equipment, contraceptive products, or prohibited goods. Prohibited goods under USAID regulations, including but not limited to the following: abortion equipment and services, luxury goods, alcoholic beverages, police and military equipment. Refer to the link for more information.  
[https://pdf.usaid.gov/pdf\\_docs/PBAAD445.pdf](https://pdf.usaid.gov/pdf_docs/PBAAD445.pdf)
- iv. Purchases or goods or services restricted or prohibited under the prevailing USG Foreign
- v. Policy restricted countries. Refer to the link for more information.  
<https://www.usaid.gov/sites/default/files/2022-12/310.pdf>
- vi. Any purchase or activity, which has already been made.
- vii. Purchases or activities unnecessary to accomplish grant purposes as determined by the Hanga Akazi Activity.
- viii. Prior obligations of and/or, debts, fines, and penalties imposed on the Grantee.
- ix. Purchase of secondhand goods or used machinery unless prior approval has been given by Hanga Akazi based on sound justification.
- x. Creation of endowments.

### **Section II. Leverage**

There is no minimum leverage requirement under this APS, but leverage is encouraged from all applicants. Priority will be given to applicants that can provide a meaningful contribution of the cost on the proposed activities. Applicant contributions can be in the form of cash (such as capital or loans), infrastructure, property, equipment, new staff, and others directly used for the proposed activity. Standard operational costs will not be considered as part of the contribution. However, special considerations on leverage amounts will be given to businesses led by women, youth, and persons with disabilities.

The applicant can propose mobilization of additional financial resources, such as equity or debt that will come from other sources including, formal financial institutions such as commercial banks, individuals, other companies, funds and foundations, and bilateral or multilateral organizations.

Applicants must demonstrate that their contributions will, in most cases, be “incremental” to the “new” effort associated with the grant. However, if the applicant can successfully demonstrate that this was a

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recent direct investment then the Technical Evaluation Committee (TEC) will consider accepting this leverage on a case-by-case basis.

### Section III. APS Applications Review

The TEC will review the APS Applications submitted by the applicant using the criteria listed below.

Criteria	Weight
<b>Feasibility:</b> Describe a concept that is feasible, innovative, and provides a market-based solution that addresses a constraint faced by the business and that aligns with the organization's existing business model. The proposed concept should not subsidize commercial transactions between the market actors. The applicant must clearly explain what they are requesting Hanga Akazi to fund, what is stopping the business from investing in such activities itself, and how Hanga Akazi support will reduce risks.	20
<b>Impact:</b> The extent to which the concept note clearly demonstrates how the proposed investment will create and sustain jobs. This includes clear demonstration of proposed job creation targets and metrics for monitoring and evaluating performance. Preference will be given to proposals that create employment and entrepreneurship opportunities for women, youth, and persons with disabilities.	20
<b>Sustainability and Scale:</b> Describe how future activities and investments will continue and scale after USAID funding has ended. Applicants are encouraged to demonstrate how their activities and investments are catalytic, market-driven, demonstrate local ownership, create jobs, demonstrate commitment, and can achieve scale in the long term. Additionally, this includes discussion of any potential environmental impacts due to proposed activities and proposed mitigation measures.	20
<b>Inclusivity:</b> The extent to which the proposed concept considers the impact and opportunities for women, youth, and persons with disabilities (e.g., employment, sourcing, workplace policies, workplace resources).	20
<b>Contribution:</b> The reasonableness of the proportion of leverage by the applicant, considering the type of interventions being proposed. Businesses led by women, youth, or persons with disabilities will receive special consideration when considering the reasonableness of proposed leverage.	20
<i>Total Possible Points</i>	<i>100</i>

**Short listed applicants will be contacted to continue to the next step of the application process.**

### Section IV. Application and Submission Information

The APS Application Form must be submitted in English and may not be more than 5 pages. The 5 pages limit excludes Section I: Overview of the Application Form Applicants must adhere to the guidance provided in Annex A, below. The application and any supporting documentation should be submitted in electronic form to: [CGF-Grants@Hanga-Akazi.org](mailto:CGF-Grants@Hanga-Akazi.org)

Subject Line: **APS-HA-2023-001**

Submission should include:

1. APS Application Form (See Annex A, below)

This is a rolling process with evaluations and selections made over three rounds. As resources are limited, applicants are encouraged to respond quickly. Evaluations will occur at least every two months

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but may occur more frequently. Based on applications, the first round of evaluations is anticipated on or about April 17, 2023. The second round of evaluation will occur on June 15, 2023, and the third round of evaluation will occur August 15, 2023.

### **Section V. Type of Awards**

Grants awarded under this APS will primarily be Fixed Amount Award grants (FAA) or in-kind grants, or hybrid FAA and in-kind grants.

For FAAs, HA will make payments based on submission and acceptance of specific verifiable milestones. Once an award is issued, it will include a fixed price payment schedule with milestones and deliverables negotiated during the final application and award process.

Under in-kind grants, goods and/or services will be procured directly by RTI and provided to the grantee.

In exceptional circumstances, Hanga Akazi may consider a cost reimbursement type of grant mechanism.

### **Section VI. Unique Entity Identifier (UEI):**

Although not required to be submitted with the APS application, successful applicants under this APS and subsequent RFA will be required to provide their UEI number before a grant award is issued. If the applicant already has a UEI number, it should be included in the application. Applicants are encouraged to obtain their UEI number through registration in SAM (<https://www.sam.gov>).

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## Annex A. APS Application Form

### Section 1: Overview

<b>1. APS Number</b>		
<b>2. Date Application Submitted</b>		
<b>3. Name of Organization</b>		
<b>4. Unique Entity Identifier (UEI) Number <i>(if available)</i></b>		
<b>5. Organization Representative</b>	Name:	Telephone:
	Title:	Email:
<b>6. Address</b>		
<b>7. Registration</b>	<i>Registration Type: (If available, attach copy of registration)</i> <i>Registration Date: DD/MM/YYYY</i> <i>RRA TIN Number:</i>	
<b>8. Concept Note Title</b>		
<b>9. Type of Organization (Check <u>all</u> that apply)</b>	<input type="checkbox"/> Buyer <input type="checkbox"/> Processor <input type="checkbox"/> Trader <input type="checkbox"/> Exporter <input type="checkbox"/> Agrodealer <input type="checkbox"/> Cooperative or Association <input type="checkbox"/> Equipment Dealer <input type="checkbox"/> Extension Services Provider <input checked="" type="checkbox"/> Financial Services Provider <input type="checkbox"/> Business Services Provider <input type="checkbox"/> ICT Company <input type="checkbox"/> Other (explain): _____	
<b>10. Age of Business</b>	<input type="checkbox"/> 0-5 years of operations <input type="checkbox"/> 6-10 years of operations <input type="checkbox"/> 11+ years of operations	
<b>11. Size of Business</b>	<input type="checkbox"/> Micro (1-3 employees) <input type="checkbox"/> Small (4-30 employees) <input type="checkbox"/> Medium (31-100 employees) <input type="checkbox"/> Large (101+ employees)	
<b>12. Hanga Akazi Support Requested</b>	<i>(List services and/or items – See Section I for examples)</i>	
<b>13. Location of Activities</b>	<i>(List district[s])</i>	
<b>14. Financial Support Requested (if applicable) (Budget)</b>	Applicant Leverage Amount (RWF)	
	Estimated Value of Support Requested from Hanga Akazi (RWF)	
	Total Project/Investment Cost (RWF)	
<b>15. Period of Performance</b>	Total Number of Months	



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## Section 2: Technical Approach (limit 5 pages)

*Instructions have been provided in italics. They do not count toward page limits, and you may choose to delete them.*

- *Write your answers in the box next to the questions as you will not be able to change any of the other text.*
  - *When you are answering questions, try to be as brief as possible and only provide information that is relevant to the question set. Please follow the guidelines on the amount of information that should be included.*
  - *Answer all sections and if you do not have an answer for a question, please write 'None' or 'N/A'.*
1. **Background:** *(Provide a brief background of your organization, current operations in terms of scale, business model, and plans for growth, challenges and market constraint. List any loans you applied for from any banks or financing from other agencies for this investment, list the banks or agencies you approached and what the outcome was, how long will it take for the whole investment to be completed-when will the products and services be available).*
  2. **Program Description:** *(Provide the detailed description of your proposed interventions).*
  3. **Project Objectives:** *(These objectives should be clearly formulated, oriented towards an impact, be specific, measurable, realistic, and have a time limit. They should demonstrate a clear link to the eligible activities outlined in this APS).*
  4. **Targeted Beneficiaries and Social Inclusion (women, youth, and people with disabilities):** *(Indicate who will benefit from successful implementation of grant activities or investments and why; and state how your program will contribute towards greater inclusion of women, youth and persons with disabilities in the workforce).*
  5. **Sales:** *(If relevant to the activity, describe all the new products and/or services that your company will sell after the new investment has been made. Provide information on the expected increase in sales or revenue—this can be a result of improved prices and/or increased quantity, list all identified buyers and local suppliers).*
  6. **Impact/Job Creation:** *(Provide information related to the estimated number of direct permanent and seasonal jobs created. If income of employees will increase, list the increased amount. If your activity will specifically create jobs for females or youth under the age of 30, please provide details).*
  7. **Investment:** *(Provide a short description of your planned investment-- list of the activities and investments necessary to achieve the desired results; include any equipment to be purchased that is over \$500 USD per unit, list financial institutions or other resources that will be accessed for the investment, describe what new processes or new technology your company needs to make this investment succeed--identify the steps for making the new product or service).*
  8. **Sustainability and Scale:** *(Describe how future activities and investments will continue and grow after USAID funding has ended; applicants are asked to explain how their activities and investments are locally owned, market-driven and expected to grow over time).*
  9. **Past Performance:** *(Please attach as an annex a description of the organization's previous work and experience, both technically and geographically. List any previous USAID awards.)*

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### Section 3: Optional submission - Detailed Budget (not required).

A detailed budget is not required for this APS. However, applicants are required to provide a summary of the total activity budget showing amount of leverage contribution from applicant and the amount requested from Hanga Akazi. However, successfully evaluated APS applicants will if invited to respond to the Request for Applications (RFA) will require submission of a detailed budget and narrative.

### Section 4: Optional submission – Business Demographic Information (not required).

Hanga Akazi aims to provide equal opportunities to all qualified applicants. We are also required to measure our progress in partnering with businesses that represent women, youth, and individuals with disabilities. Therefore, we ask applicants and employees to disclose relevant demographic information. Disclosure of this information is optional and non-compulsory. Should you choose to complete this form, the information will be kept confidential and disclosed only to those persons who have a right to the information by virtue of their role. Completion of the form will not negatively impact your application, regardless of whether you have self-identified in the past.

<b>Sex of the business owner(s)</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Mixed <input type="checkbox"/> Unknown sex
<b>Age of the business owner(s)</b>	<input type="checkbox"/> 16-30 <input type="checkbox"/> 30+ <input type="checkbox"/> Mixed <input type="checkbox"/> Unknown age
<b>Disability status of the business owner(s)</b>	<input type="checkbox"/> Disabled <input type="checkbox"/> Not Disabled <input type="checkbox"/> Mixed <input type="checkbox"/> Unknown

### Section 5: Required—Certification

I, \_\_\_\_\_ (authorized officer name), the \_\_\_\_\_ (title, Chairman/President/Representative) of \_\_\_\_\_ that is requesting assistance from the Feed the Future Rwanda Hanga Akazi Activity for the implementation of the proposed activity related to certify that all the information of the grant application file is exact and correct.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_