

Application to Scottish Government
Climate Justice Innovation Fund Grants Programme
Project Grant 2017 – 2020

Applicant Organisation Name

Challenges Worldwide

Office use only

Application ref:

Project ref:

Declaration

I apply on behalf of the organisation (insert name) Challenges Worldwide for a grant as proposed in this application in respect of expenditure to be incurred over the proposed funding period on the activities described within the application form and supporting documentation.

I certify that, to the best of my knowledge and belief, the statements made by me in this application are true and the information provided is correct.

This form should be signed by an individual authorised by the applicant organisation to submit applications and sign contracts on their behalf.

Signature Print Name

REDACTED

Position Date

Business Development Director

07.08.17

Main Contact person during application assessment process:

REDACTED2

CHECKLIST

Your Application consisting of:

Part 1 - the Application Form (this document plus the Excel budget spreadsheet)

Additional documents

Essential – Your application will be ineligible without these

The applicant organisation's most recent accounts, either audited or independently examined Please note: a project cannot be funded if no audited/independently verified accounts are available.

A letter of support from your lead partner in-country, confirming the partnership and including their perspective on the research, consultation and project planning process.

Relevant - The following documents should be sent if they exist

A copy of any MOU or contract with the partner organisation

A copy of your Equal Opportunities/Diversity policy - a hyperlink is acceptable.

Further details of budget.

Optional – These documents should be sent if they are of help to you in setting out your case

Project planning models (such as Weavers Triangle) The use of this tool is strongly recommended.

Scottish-based Project Manager's CV

In-country Project Manager's CV

Evaluation framework/outcomes grid

All completed signed applications should be submitted by email to international@itsbfoundationforscotland.org.uk or hard copy to arrive no later than 12.00 noon on Monday 7th August 2017.

Emails should show the applicant organisation's name as the subject of your email. Only those documents (not the whole application) which are not available electronically need to be sent in hard copy and must be received by 2.00 pm on 11th August 2017.

Please send to:

Lloyds TSB Foundation for Scotland
International Development Small Grants Programme
Riverside House
502 Gorgie Road
Edinburgh EH11 3AF

These deadlines are absolute and all documentation required must be submitted on time.

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Project Summary

Please provide a summary of the project, describing how it came about, what it aims to achieve, what will be done to achieve this aim, and who will do this. You should also outline how the project will support Climate Justice Innovation Fund objectives, and how the project is expected to innovate. Max 500 words.

Rwanda is highly vulnerable to climate change as it is strongly reliant on rain-fed agriculture both for rural livelihoods and production of export crops. Rainfall is highly variable but predictions are that average annual rainfall may increase by up to 20% by the 2050s (from 1970 levels). The increasing trend in rainfall intensity for both rainy seasons is likely to cause floods and storms which can result in landslides, crop losses, health risks and damage to infrastructure.

Despite being one of the lowest emitters in the world (estimated at 0.4 tCO₂e/person), the country has experienced higher than the global average temperature rises (1.4°C since 1970) and can expect an increase in temperature of up to 2.5°C by the 2050s.

Following minerals, coffee and highland tea are the leading export commodities for Rwanda¹. However these commodities are highly volatile both in supply volumes and value and highly vulnerable to climate variabilities. Temperatures increases could result in an ability to grow crops at higher altitudes which may impact the land available for production. Although this could increase overall production capacity the change could result in land use conflicts while temperature rises may increase the spread of vector-borne diseases with negative impacts on affect crop yields, food security and export earnings.

Rainwater fluctuations will also have a considerable impact on tea and coffee with both droughts and flooding having a negative impact on harvest levels. Droughts are becoming more prevalent in Eastern and Southern regions² while Northern and Western regions are suffering from increased rainfall leading to flooding and erosion. The differences in adaptive capacity of countries across the globe reflect their ability to "bounce back" after climatic shocks. On the whole, Western nations have considerably better adaptive capacity as a result of better infrastructure, stronger economies and a better educated population. The injustice of climate change is that it has an overwhelmingly greater impact on poorer countries which do not have these levels of social and financial capital. Raising awareness of these injustices is a crucial part of alerting developing countries to the impact of climate change but, on its own, is likely to further disempower communities. Community driven climate resilience initiatives empower communities to take charge take charge of actions that will build resilience and promote effective community adaptation.

The Braced Initiative³ has acknowledged the need to build capacity of communities with one of the key ways being strengthened local economies. This reduces poverty and vulnerability, increases resources and provides more choices – thus helping communities to survive and manage change.

Challenges believe that one of the vital missing parts of the jigsaw in the sustainable strengthening of local economies is ensuring that growth is driven by local businesses, rather than by external interventions.

The project will focus on using a cost benefit model to increase awareness amongst coffee cooperatives of how the uptake of renewable energy and improved technology will improve business performance and increase revenues through improved sales in the world market.

1 National Strategy on Climate Change and Low Carbon Development 2009

2 US AID Climate Change Adaptation in Rwanda

3 Building Resilience and Adaptation to Climate Extremes and Disasters ODI 2015

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Section A:

APPLICANT INFORMATION

1. Name and details of applicant organisation:

Name of Organisation: Challenges Worldwide

Address of Organisation:

7 Montgomery Street Lane, Edinburgh

Postcode:

EH7 5JT

Telephone:

REDACTED Main Email:

Website:

www.challengesworldwide.com

2. Is your organisation a registered charity?

Yes Charity No: SCO28814 _____

No

3. What is the status of your organisation?

Company limited by guarantee SCIO Other (specify):

4. When was your organisation formally constituted?

2nd March 1999

5. Which organisations are you a member of/ affiliated to?

NIDOS (Network of International Development Organisations in Scotland) SMP

(Scotland Malawi Partnership) Other Please state

Challenges have also recently begun a partnership with Scottish Fair Trade Forum as a result of our ongoing work supporting Fairtrade in both Scotland (Just Trading Scotland) and overseas (Swaziland).

6. Is your organisation diaspora led?

Yes No

Comments: Challenges has a small board consisting of two individuals with specific interest in Challenges' approach and relevant skills and expertise to both support progress and monitor compliance.

7. Please provide details of the number of people based in your organisation in Scotland.

Full time 9

Part time 4

Volunteers/interns 1

8. What are the general activities of your organisation? Max 150 words

Challenges believes that building a strong economy is the best way to address poverty. Challenges have therefore placed a priority on working with the SME sector so that we can help businesses grow and, by doing so, create more employment and generate sources of secure income for poor people. Over the last 19 years Challenges have worked with over 2,500 enterprises in 40 countries – principally in the renewable energy, agro-processing and craft sectors. Many of these businesses are supported under the

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ICS programmes - under which 600 UK and national pairs of volunteers are placed annually overseas for a three month period with an SME. Their business input is followed up by specialised support from one of the over 500 Challenges mentors and, where appropriate, links with potential investors.

Mentors are also involved in similar work with Challenges in a range of countries not involved in the ICS programme.

9. Describe how the organisation is governed/managed; include the make-up of your Board, their skills and experience, how often they meet, and how decisions are made. Max 200 words.

Challenges is governed by two board members with relevant skills and experience. Meetings are held four times a year with the Senior Management Team reporting on finance, operations, safety & security and risk management.

REDACTED combines her 15 years experience as a senior executive in Marketing & Business Development with her 20 years experience as a facilitator and consultant in behavioural development, cultural transformation and strategic focus and alignment to engage teams at all levels to collaborate, innovate and align for success.

REDACTED passion for development and enterprise resulted in her founding The Performance Tree as a vehicle to support organisations to transform cultures that empower individuals and dramatically improve performance. **REDACTED** has designed and led leadership academies globally for JCI over many years for 20-40 year old leaders and entrepreneurs, across a range of industry sectors.

REDACTED He has a particular focus on soil health and has been a driving force behind changes to farming practices that will regenerate local agriculture. Following a degree in Geography in Edinburgh, **REDACTED** qualified as a Chartered Accountant with Deloitte and recently completed a postgraduate certificate in Sustainable Agriculture

10. Financial Information

Please summarise the last two year's audited/examined accounts below:

For the financial year to:

2015/16

2014/15

Income & Expenditure Account

Total income

£1474334

£694213

Total expenditure

£1197442

£652861

Balance Sheet

Unrestricted/general reserves

£329245

£50551

Cash in bank / on hand

£555374

£435948

11. Is there anything you would like to explain about these figures?

N/A

12. How are equal opportunities/diversity promoted within your organisation? If you have one, please provide a copy (or web link) of your Equal Opportunities/Diversity Policy. Max: 150 words

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Challenges equal opportunity policy stipulates:

“Challenges will ensure that no job applicant receives less favourable treatment on the grounds of sex, race, marital status, disability, age, part-time or fixed term contract status, sexual orientation or religion, or is disadvantaged by conditions or requirements that cannot be shown to be justifiable. Challenges is committed to its legal obligations and also to the positive promotion of equality of opportunity in all aspects of employment.”

Challenges ensure that employees are not subjected to any form of discrimination on the grounds of protected characteristics as set out in the Equality Act 2010. All policies are outlined to employees and included in UK and International staff Handbooks. We have a comprehensive disciplinary policy reflecting zero tolerance for discrimination of any type. Challenges are also registered as a Disability Confident employer.

Challenges' Recruitment Policy is attached and Challenges will ensure adherence to all aspects throughout the project.

13. Scottish Project Manager details: this is the person who would be responsible for overseeing the project grant management and reporting if the grant was secured
Name:

REDACTED Organisation:

(if different from Q1):

Position in organisation:

Accounts Management Director

Address (if different from Q1):

REDACTED

Section B:

PARTNER ORGANISATION(S) INFORMATION

14. Name and details of partner organisation: (please copy and paste this section again or add as separate sheets if you have more than one partner organisation, with the lead partner appearing first)

Name of Organisation: Challenges Consulting Rwanda Ltd

Address of Organisation:

Kigali, Nyarugenge, Umujyi wa Kigali, Rwanda.

ZIP/Postcode:

Country

Rwanda

REDACTED

www.challengesworldwide.com

Type of organisation (e.g. NGO, community organisation etc)

Not for profit limited company

15. Is the organisation formally registered in country of operation?

Yes No RegistrationNo: 377928

16. Describe how the organisation is governed/managed; Include the make-up of the management committee/board, their skills and experience, how often they meet, and how decisions are made. Max 200 words.

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The board of Challenges Consulting Rwanda consists of **REDACTED. REDACTED** has extensive experience of working in Rwanda and previously acted as Challenges Country Programme Manager in Rwanda. **REDACTED**, moved from being a corporate lawyer 19 years ago and established Challenges Worldwide. Since then he has achieved award winning status as a social entrepreneur, gained ventures support from UnLtd 'The Foundation for Social Entrepreneurs' and been showcased as a social innovator. Across 25 countries, **REDACTED** has brokered relationships between Governments, designed projects involving bi-lateral and multi-lateral agencies, negotiated partnerships with some of the largest international NGOs and delivered a range of consulting inputs to social businesses, enterprises and NGOs. **REDACTED** has an extensive professional network spanning areas such as Corporate Social Responsibility, Social Enterprise, Social Investment, Venture Philanthropy, Micro Finance, International Development and International Volunteering. Meetings are primarily held by skype with all decisions and actions documented.

17. Please give some background on the organisation including its size, how many staff/ volunteers, how long it has existed and brief details of projects run. Max 300 words.

Challenges Rwanda was established in 2016 and currently has two staff members – a Country Programme Manager and a Programme Coordinator. It is responsible for running the International Citizens Service programme in country which includes recruiting businesses, recruiting in country volunteers as counterparts for the UK volunteers, delivering training and supporting the volunteers throughout their placement.

18. Please describe your partnership with this organisation, including details on: how long the partnership has existed, how it first started, and how it has developed. Give a brief description of the joint work you have done together. Max 300 words.

Challenges programming in Rwanda began in 2011 with early work focussing on clean energy and securing investment for an improved cook-stoves project. In early 2017 Challenges started an International Citizenship Service (ICS) programme in Rwanda. Funded by the UK Government, under a consortium managed by VSO, this programme is designed to use the skills of youth to drive sustainable development. Challenges' particular model uses a combination of UK and national volunteers to undertake business diagnostics under a highly structured programme that results in a bench-marked scoring of the businesses and recommendations for addressing key challenges faced by the business. Business diagnostics are fed into Challenges' wholly owned cloud based system called Marketplace. This allows enterprises to chart their progress and offers a portal for external investors. The system also allows Challenges to forge horizontal links between companies thus offering possibilities for product aggregation and value added partnerships. Challenges also use Marketplace to encourage and support exports through fair trade groups such as Twin Trading and SFTF.

Challenges established a not for profit company, Challenges Consulting Rwanda, in late 2016 to a bid to create a local presence that will take responsibility for driving this work forward and to provide opportunities for increasing the range of in- country partnerships with local government and businesses. Challenges Rwanda is delivering the ICS programme in country and will also manage all new initiatives.

19. Do you have a Memorandum of Understanding (MOU) or contract with this partner?

Yes - signed Yes - draft No

If 'Yes' please submit it with your application

20. How are equal opportunities/diversity promoted within this organisation?

Maximum word limit: 150 words.

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Challenges Rwanda, as part of the Challenges Group, has to conform to the Equal Opportunities policies of Challenges Worldwide. Challenges will be responsible for ensuring full compliance with our shared commitment to equal opportunities and for ensuring diversity with respect to recruitment and project implementation.

By signing the Teaming Agreement at project onset each partner will be declaring that that they have the authority to engage in the project, are not subject to insolvency and are committed to a position of zero tolerance with respect to fraud.

21. Partner's Project Manager details: this is the person who will be responsible for overseeing the project management and reporting in-country. If you have more than one partner organisation, complete the lead partner's details only.

Manager's Name:

REDACTED

Name of Organisation:

(if different from Q14):

Position in organisation:

Country Programme Manager

Address (if different from Q14):

Telephone:

REDACTED

E-mail:

REDACTED

14. Contact details of partner organisation. If working with more than one partner organisation, please copy and paste the cells.

Organisation:

Twin Rwanda

Type of organisation:

Locally registered NGO

Relationship between organisation and yours (maximum word limit: 100 words):

Challenges and Twin at HQ level in UK have worked together for the past 8 years on a variety of projects in sub-Saharan Africa. We are both currently engaged with Rwanda teams of each organisation looking at a coffee SME based in Kigali and exploring support opportunities linked to livelihood areas of Co-ops not included in this proposal.

Address:

Twin Rwanda

Immeuble Aigle Blanc

Kimihurura, Kigali

Telephone:

REDACTED

Mobile:

Email:

REDACTED

Website:

<http://www.twin.org.uk>

15. Is the organisation formally registered in country of operation?

Yes No Registration No: 234/IE/15

16. Describe how the organisation is governed/managed; Include the make-up of the management committee/board, their skills and experience, how often they meet, and how decisions are made. Max 200 words.

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Twin is a development through trade organisation that works with over 300,000 smallholder farmers in Africa, Latin America and Asia. Twin is a charity registered in the UK. Twin's wholly owned subsidiary, Twin Trading, is a company limited by guarantee, and provide trading and market access services on behalf of smallholder coffee, cocoa and nut producer organisations.

Twin is a membership based organisation with representation from producer organisations. There is a board of trustees made up of individuals from the charitable and commercial sectors (see attached document for more information on board membership). For more information on Twin and Twin Trading, see:

<http://www.twin.org.uk/who-we-are/>

17. Please give some background on the organisation including its size, how many staff/ volunteers, how long it has existed and brief details of projects run. Max 300 words.

For more information on the history of Twin and on current staff members, please see: <http://www.twin.org.uk/who-we-are/>

Twin is a development through trade NGO working with 43 producer organisations representing over 300,000 coffee, cocoa and nut smallholders in 17 countries across Latin America, Africa and Asia. In terms of relevant programme work, Twin has been working in the Rwandan coffee sector for over ten years. This includes the £2.3million Comic Relief funded 'Maanda' project, that aims to improve the capacity, sustainability and market access for seven coffee cooperatives in East and Central Africa. This involvement has seen Twin at the forefront of enabling POs to export high quality arabica to the international market. Twin measures the impact of its work and the capacity of POs as sustainable businesses through its development framework, based on Twin's 6 pillars (Governance, Market Access, Business Management, Gender, Quality and Sustainable Agriculture). The development framework tracks POs against 12 KPIs that indicate progress under each pillar. So far all 7 POs in the Maanda project have progressed 'upwards' against this framework.

Since 2016, Twin has also been implementing a \$1.7million programme with the regional trade organisation, Trademark East Africa. Working with 20 POs in Burundi and Rwanda the programme focuses on supporting POs to achieve certification standards, improve coffee quality and access international markets. The project is in its second year and due to finish at the end of 2017. A number of outcomes have been achieved in the first year (including certification standards for a number of the POs) and the Scottish Government project would build on these initial outcomes (see further info in section 37)

Twin works extensively with local government and agriculture partners such as NAEB.

18. Please describe your partnership with this organisation, including details on: how long the partnership has existed, how it first started, and how it has developed. Give a brief description of the joint work you have done together. Max 300 words.

Challenges and Twin have had a close working relationship for the last 8 years, based on shared organisational objectives and values.

We have worked together on a number of projects including supporting the creation of a Nut processing factory in Malawi, alongside raising investment.

Both organisations are members of the ACRE consortium (acreimpactinvest.org) and have worked together on this for the past 5 years including monthly Executive Committee meetings and quarterly Board Meetings. More recently both organisations have collaborated on project proposals in Uganda and Rwanda.

19. Do you have a Memorandum of Understanding (MOU) or contract with this partner?

Yes - signed Yes - draft No

If 'Yes' please submit it with your application

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20. How are equal opportunities/diversity promoted within this organisation?

Maximum word limit: 150 words.

Twin aims to be an equal opportunities employer and undertakes to apply objective criteria to make decisions affecting people. It aims to ensure that no employee or job applicant receives less favourable treatment on the grounds of race, colour, national or ethnic origins, sex, sexual orientation, marital status, sexuality, disability, membership or non-membership of a trade union, "spent convictions" of ex-offenders, class, age, political or religious belief.

Twin has an equal opportunities policy and procedures that are available on request.

21. Partner's Project Manager details: this is the person who will be responsible for overseeing the project management and reporting in-country. If you have more than one partner organisation, complete the lead partner's details only.

Manager's Name:

REDACTED

Name of Organisation:

(if different from Q14):

Twin Rwanda

Position in organisation:

Regional Manager

Address (if different from Q14):

Twin Rwanda

Immeuble Aigle Blanc

Kimihurura, Kigali

Telephone:

Office: **REDACTED**

E-mail:

REDACTED

Section C:

PROJECT INFORMATION

22. Project Title to be used in all future correspondence.

COOL COFFEE: improving climate resilience through strengthening the coffee sector.

23. Please tick which Main country/area your project will be in

Malawi Rwanda Zambia

24. If the project will work in additional countries/area which are these?

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Malawi Rwanda Zambia

25. If the project will work in additional countries/area, please explain the rationale for this. Max 200 words.

N/A

26. Please tick which thematic area(s) your project aims to address.

Food security Water Energy

27. Describe the problem you are trying to solve or situation you are trying to address including which communities your project is going to work with. Tell us if you will be targeting any specific excluded groups (for example those with disabilities, the homeless, or those affected by conflict/violence). Max 500 words.

The project aims to increase climate resilience in Rwanda through strengthening economic production and reducing vulnerability amongst coffee producers.

According to a Trade and Export Promotion Workshop (report 13/01/17) “ the coffee sector has played a key role in Rwanda’s recent success lifting people out of poverty. Pre-2002, quantity was the dominant government target, and the coffee board was the dominant buyer. Rwanda was stuck in low-quality, volatile, coffee exports. Since 2002, Rwanda has switched emphasis to quality. The number of coffee washing stations has increased dramatically, from almost none in 2002 to almost 300 today, and 50% of coffee exported is fully-washed coffee. As a result, the average price farmers received for their cherries has climbed dramatically from 50 RfW/KG in 2002 to 240 RfW/KG in 2014, a 380% increase.”

Recent estimates are that there are 500,000 coffee farmers in Rwanda. These are generally smallholders who have on average 150 plants with a total area planted estimated at 27,000 ha, approximately 3% of the total arable land. A 20% increase in coffee producer prices could reduce poverty incidence among coffee farmers by almost 6% points which corresponds to about a half percent reduction in national poverty incidence, or about 16,400 people. A doubling of the price received by half of coffee farmers could reduce the incidence of national poverty by about 5%.

Although the increase of supply of fully washed coffee would reduce poverty and improve climate resilience coffee washing has a negative climate impact with each kilogramme of fully washed coffee requiring 130 litres of fresh water. This figure reflects considerable inefficiencies since is up to 15 times higher than some other coffee producing countries (Columbia, Kenya, Papua New Guinea) 5 and contributes to a lack of competition. The wastewater from the wet milling process is also a potential environmental contaminant since the mucilage has an anaerobic effect that threatens marine life and fosters bacteria harmful to human health. Capital investment will be used to replace outdated, water intensive technology with newer machinery (including use of recirculation systems used in Kenya) and sedimentary lagoons will be attached to washing stations.

Rwanda’s competition in the market is also compromised by high energy costs since most CWS rely on generators as they are remote from electricity supplies. The project will promote the uptake of solar PV amongst CWS to reduce costs and provide access to clean energy for coffee production.

The essential element of the project focusses on using young Rwandans, who have already been trained under Challenges’ International Citizen Service programme (mentioned in section 18) who will gather data from CWS and use this to conduct a

cost benefit analysis for the use of improved equipment that will reduce the amount of water used and solar PV to replace the use of expensive and polluting diesel generators.

4 (Rwanda Environmental Management Authority 2011)

5 (Rwanda Environmental Management Authority 2011)

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These Business Associates will work with both Challenges Worldwide and Twin Trading to secure access to ethical capital to help businesses with the initial capital costs.

28. Explain how many people your project is planning to work with each year.

The project will conduct a cost benefit analysis for an initial 5 cooperatives with beneficiary numbers being dependent on which cooperatives are involved (see below for member numbers). Similarly, the pilot cooperative could result in an exposure to new technologies for a range of 300 to 1000 members. The numbers in succeeding years will depend upon the uptake by other cooperative but we would hope for a minimum of two cooperatives adopting new technology each year resulting in annual benefits accruing to 500 – 2000 members depending on which cooperatives are involved.

1. Kopakama (797 farmers)

2. Twongere Kawa Coko – (134 farmers)

2. Abateraninkunga Ba Sholi (334 farmers)

3. Kopakaki (990 farmers)

4. Koakaka (1316 farmers)

5. Kigembe Coffee (209 farmers)

6. Coocamu (368 farmers)

7. Cocagi (1075 farmers)

8. Buhanga Coffee (384 farmers)

29. Describe in one sentence the overall aim of this project.

NB: for successful projects this may be used for publicity purposes.

To strengthen climate resilience in rural Rwanda by encouraging the adoption of renewable energy and environmentally friendly practices at coffee washing stations in a way that will reduce costs, improve performance and enable coffee producers to better compete in the world market.

30. Project period (maximum 36 months). Projects must be complete by 31 October 2020.

Will the project start in November 2017? Yes No

If no, what is the planned start date:

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Planned end date: (must not be after 31 October 2020):

Therefore total length: 3 financial years months

31. Purpose of this application

New project start up Feasibility (Field Testing) Innovations on their path to scale

32. What needs analysis have your partner(s) and your organisation done to decide what the priorities and activities should be for this project? Tell us about consultation with community groups, civil society organisations, and meetings with local government agencies. How were disadvantaged /excluded people able to put forward their needs? Tell us about other research/ statistical data. Max 600 words.

Twin conducted a baseline exercise in 2016 as part of the Trade Mark East Africa funded project (Feb 2016- Feb 2018) which assessed the capacities of coffee producer organisations and washing stations. This exercise looked into:

- Export capabilities in coffee
- Working standards in washing stations
- Percentage of coffee exported
- Number of markets reached (volume and number of buyers)
- Assessments of barriers faced for export
- Current price paid to farmers
- Current certification schemes

The project had an initial phase of consultation with the Rwanda Coffee authorities to assess the potential and decide on the selection of the POs. Criteria included alignment with the Government of Rwanda strategies in poverty reduction in the Southern and Western regions.

In May 2017, Twin's marketing and communication officer travelled to all the 8 POs to collect in-depth data on each of the POs to further build up their 'profiles' prior to attempting to market their coffee. This exercise means that Twin now has a comprehensive data set on 8 cooperatives which includes data on their coffee quality and profile, history of the cooperatives, number of women members and women in leadership positions, management structures etc. This also included collecting information on some of the main challenges facing cooperative partners. A number of cooperatives mentioned access to the grid and/or the high costs involved in purchasing diesel as putting a significant strain on business operations. This is especially relevant as central washing stations (CWS) rely on pumping water to wet process coffee cherry. For cooperatives who are working towards Rainforest Alliance certification this is a particular challenge, as they require thorough water treatment facilities to ensure run off water has been treated prior to being allowed to flow back into local water systems. These water treatment facilities often use significant power. As such, cooperatives have considered the use of solar power, but have not been able to access the relevant investment, access the required expertise or do the required analysis to implement such infrastructure. This project would address such challenges.

33. Tell us how the project fits into the development priorities of local government agencies. Max 250 words.

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The project has been designed to be fully aligned with national and local strategies. The 2002 National Coffee Strategy was developed to position Rwanda as a speciality coffee producing country. This strategy called for building capacity and skills amongst coffee growers and workers at coffee washing stations, improving extension services, strengthening cooperatives and developing a Rwanda brand identity. Further revisions in 2006 and 2009 focussed on mobilising the coffee value chain to meet increasingly stringent quality and traceability requirements. The importance of shape, colour, taste, aroma qualities, as well as proper and efficient washing, drying and roasting, was emphasised.

Specifically, there is a two-pronged approach to address the challenges of making the coffee industry more competitive:

1. Improving technology and production – improved inputs by extension officers, replanting trees, increasing and improving coffee washing stations, strengthening governance and management amongst cooperatives, strengthening public-private dialogue.

2. Skills and quality- educating producers on the benefits of quality coffee and establishing quality control measures throughout the value chain.

The Rwandan Government's Vision 2050 also aims to transform Rwanda into a developed, climate resilient, low-carbon economy by 2050. The fact that economic growth and poverty reduction form one of the key pillars reflects the strong correlation between economic growth and climate resilience. Communities with enhanced financial and social capital have improved options and a greater cushion for climate related shocks.

Challenges has had a long term relationship with various government departments in Rwanda - particularly in the renewable energy and agricultural sectors.

34. Who else is working in this area, and what are they doing? How will your project work with them to ensure they are complimentary and to avoid duplication? Max 400 words.

There are no initiatives working on these specific issues. Twin is well connected with other coffee and development programmes and networks in Rwanda, sharing best practice and participating in various forums and conferences (for example AFCA, the African Fine Coffee Association). Twin Rwanda will continue to engage with these networks to ensure that project work is complementary and not duplicative, and to ensure that innovations and best practice are shared across different organisations.

35. Please confirm that a letter of support written by your lead partner organisation is included which describes your partner organisation's perspective on the research, consultation and project planning process.

Yes

Please note: the application will not be eligible without this.

36. How does this project fit with global development policy and the achievement of Sustainable Development Goals? Max: 250 words.

The project is fully aligned with Scotland's International Development Strategy.

SDG1: Evidence from the 2017 Trade and Export Workshop reflected the strong correlation between growth in the coffee sector and poverty reduction in Rwanda. Actions to support an increase in household income through improved coffee sales will consequently support the Scottish Government's aim of contributing to the fight against global poverty.

SDG8/SDG5: Long term sustainable development is predicated on creating stable economies which provide fair and inclusive opportunities for employment and an enabling environment for business growth. This is supported by the project's emphasis on removing systemic barriers to economic growth and its emphasis on creating the conditions that will increase the chances of fuller participation by women, young people and people with disabilities.

SDG7: Challenges track record of working with clean energy companies will be used to forge links that will support uptake of solar PV by CWS.

In addition the SG's emphasis on partnerships and collaboration and use of Scottish experience to drive

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effective delivery will be supported by the participatory nature of the project and the use of strategic partners with complementary skills and expertise. Adding these skills to the pool of local knowledge and skills will result in significant capacity building – in line with the SG's aim of empowering international partners.

37. How does this project support Scottish Government Climate Justice policy? 6 Max 250 words

The project supports a number of pillars of the Scottish Government's Climate Justice Policy:

Build climate resilience: Climate resilience is closely related to economic security with stable incomes providing options for routes out of poverty and vital buffers to climate change shocks. Improving the efficiency of CWS through water use reduction and use of renewable energy will reduce costs for CWS and improve prices for coffee farmers. A doubling of the price received by half of coffee farmers could reduce the incidence of national poverty by about 5%7.

Benefit the environment: The replacement of water intensive technology with newer machinery (including use of recirculation systems used in Kenya) will reduce water usage while improved technology will also reduce potential environmental contaminants from the wet milling process since the mucilage has an anaerobic effect that threatens marine life and fosters bacteria harmful to human health.

Addressing the disproportionate effect of climate change: It is predicted that rural communities dependent on rain-fed agriculture will be the most affected by negative climate changes in Rwanda. The project is working directly with a number of these communities to mitigate the effects of climate change and strengthen resilience.

Ensuring that chains of communication are in place so that community members are represented at local government meetings and have a role in decisions over any climate changes initiatives will also form a key plank of the project approach.

38. What changes and improvements in people's lives (outcomes) will the project achieve during its lifetime? Up to 3 outcomes is sufficient. Max 150 words.

Outcome 1: Operating efficiency increased for a minimum of 5 coffee washing stations

Outcome 2: Reduced environmental impact for a minimum of 5 coffee washing stations

39. WORKPLAN

What activities will your project carry out each year to achieve the Outcomes given in Q38? Which organisation will do these? What numbers of people will be involved in the activity?

Outcome 1: Operating efficiency increased for minimum of 5 coffee washing stations

Activities in year 1

Identify appropriate cooperatives

Recruit 2 Rwandan Business Associates

Train Business Associates in climate justice

Associates conduct cost/benefit

Who will action

Twin Rwanda

Challenges Rwanda

Challenges Rwanda

Challenges Rwanda

Target numbers

5

2

2

5

6 <http://www.gov.scot/Topics/International/int-dev/climatejustice>

7 (Rwanda Environmental Management Authority 2011)

16

analysis for 4-5 businesses

Businesses logged onto Marketplace

Supply chain networks established for Solar PV

Challenges Worldwide

Challenges Rwanda

5

2

Activities in year 2

Identify appropriate cooperative for pilot

Install PV at pilot coop

Evidence collated on costs savings

Targeted information dissemination across all networks to provide evidence of gains from adopting clean technology (from cost benefit analysis and pilot)

Exchange visits arranged

Ethical financing in place to support capital purchases for additional cooperatives

Who will action

Twin Rwanda

Challenges Rwanda

Challenges Rwanda

Twin Rwanda and Challenges Rwanda

Twin Rwanda

Twin Rwanda and Challenges Capital

Target numbers

1pilot

1pilot PV established

Report

Evidence disseminated through networks

4-5 Exchange visits

4-5

Activities in year 3

Solar PV installed for additional CWS on debt basis

Project MEL and information dissemination

Who will action

Challenges Rwanda

Challenges Worldwide

Twin Rwanda and Challenges Worldwide

Target numbers

5

5

Outcome 2: Reduced environmental impact for a minimum of 5 coffee washing stations

Activities in year 1

Identify appropriate cooperatives

Business Associates conduct cost benefit analysis for 5 CWS

Businesses logged onto Marketplace

Supply chain network established for improved water processing equipment

Who will action

Twin Rwanda

Challenges Rwanda

Challenges Worldwide

Challenges Rwanda

Target numbers

5

5

5

1

Activities in year 2

Identify appropriate cooperative for pilot

Coffee washing equipment installed for pilot

Evidence collated on costs savings

Exchange visits arranged

Targeted information disseminated across all networks to provide evidence of gains from adopting improved technology (from cost benefit analysis and pilot)

Ethical financing in place to support capital purchases for additional cooperatives

Who will action

Twin Rwanda

Challenges Worldwide

Challenges Worldwide

Twin Rwanda

Challenges Rwanda and Twin Rwanda

Twin Rwanda and Challenges Capital

Target numbers

1

1

4-5 (but the same visits as under Outcome 1)

Evidence disseminated through networks

4-5

17

40. Taking the outcomes and activities framework in the workplan, describe the project in more detail, to include what will be done, with whom, how many, when, where, what resources will be needed, role of staff posts and partners in delivering and managing the project. Max 500 words.

The focus of the project is on building climate resilience of rural communities by strengthening local economies reducing the environmental impact of coffee production at cooperative-owned coffee washing stations in Rwanda. Its innovation lies in the adoption of a market driven approach, at the community level, to bolster the adoption of renewable energy and new technology.

The project will use Twin Rwanda's existing networks and contacts with coffee cooperatives in Rwanda to identify those who wish to be engaged in the project. In particular it will engage with Kopakama because this cooperative has already installed a modern waste water filtration system.

Two Rwanda youth who have successfully completed their ICS placement and received their CMI certificate in consultancy /business support will be recruited by Challenges Rwanda. They will conduct cost benefit analyses for an initial five cooperatives - looking in particular at the impact of high energy costs and the environmental impact of diesel use. They will also document the financial and environmental benefits from replacing outdated coffee washing equipment with modern technology. Although we would hope that this evidence would be sufficient on its own the project proposes to use a pilot cooperative as a demonstration site. Local supply chains for solar PV and coffee washing equipment will be researched and established by Challenges Rwanda. Solar PV and coffee washing equipment would be then be installed at a pilot washing station wholly owned by one of the cooperatives.

Exchange visits will be supported so that other cooperatives members can view the technologies and examine the evidence of cost savings.

Access to capital for cooperatives wishing to adopt clean and new technology will be arranged either through Twin Rwanda's links with ethical financing (e.g. Rabobank, Oikocredit, Root Capital) Taylors of Harrogate) or Challenges Capital. Challenges Capital has 18 years of experience of supporting SMEs to overcome the typical lack of post start-up access to financial support that enable companies to cope with the expansion stage and does this through access to investors and business angels. In countries activities will be managed by Challenges Rwanda Project Coordinator. Working out of Twin's office will ensure a collaborative approach to project management and delivery.

The Scottish PM will be responsible for overall project management, chairing the project steering group, ensuring robust and effective project M&E and acting as a single point of contact for the SG.

41. What are the strengths, resources and existing activities in the community that the project will build on? Max 200 words.

Coffee cooperatives have played an instrumental role in forging a sense of community post the Rwandan genocide. Koakaka, in particular, has helped conflicted community members live side by side through a sense of unity forged from coffee production and marketing. Cooperatives have also helped coffee farmers to work together to stabilise coffee prices and improve returns to members. The emphasis in many is on using improved returns for social benefit. For example Akakundakawa has used its Fair trade premium to help build a community centre, established community health insurance and set up a system of providing cows to poorer farmers to improve nutrition and health of young children. Kigembe cooperative has used some of its improved revenues to improve education for young people.

This strong social cohesion provides a strong base for the project since there is ample evidence of cooperative members engaging all groups in decision making and ensuring that benefits are not only equitably shared but priority is given to the most vulnerable. Since the washing stations are wholly owned by the cooperatives this bodes well for the accrued benefits to be passed on to the wider community.

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42. How will you make sure that the most disadvantaged people in the community/target group will be involved in and benefit from this project? Max 200 words.

Challenges work with SMEs in four African countries has placed a particular emphasis on empowering women and Challenges now has a significant body of evidence in Marketplace on the growth of female headed businesses. Under the International Citizens Service programme Challenges has placed over 600 young people (both UK nationals and in country counterparts) to work with a range of businesses. This inclusive programme has robust diversity targets (wide socio-economic backgrounds, different ethnicities and gender) which Challenges performs well against. Challenges also have a disability officer engaged in a mapping exercise to look at adjustments in overseas programmes so that they are more inclusive for people with disabilities.

Challenges will adopt the same inclusive approach to ensure that this project reaches out to all segments of the community. In particular we will look at:

- The use of visual training material rather than printed where literacy is an issue
- Running training sessions when women (or men) might be more available

- Ensure accessibility of training venues for those with mobility impairments
- Promoting gender equality through equitable money distribution
- Promoting tangible actions that will aid equality of access

43. How can you demonstrate your and your partner's capacity to deliver this project? What past experience do you have? What are the skills and experience of the project managers? How will the responsibilities for management and co-ordination be split, and how often will contact be? Max 300 words.

Worldwide Challenges have worked with over 2,500 enterprises in 40 countries, with notable success in the renewable energy and clean technology sector. Challenge's enterprise support has resulted in significant successes such as Solar Now in Uganda (which has moved from 5 employees to 500). Challenges also worked with E+Co - a +\$200m USD investment manager in early stage and growth clean technology companies, with a heavy focus on Sub Saharan Africa – to channel their investment into suitable projects from \$20kUSD on solar cookers to an \$8mUSD hydro.

Challenges' PM, **REDACTED**, has over thirty years of international development experience which has included bidding for, and managing large scale EU, DFID, USAID funded programmes. In addition to a qualification in climate modelling she has worked for several years as the Climate Manager for Mercy Corps which included providing technical support to a range of energy programmes. MBA educated she has significant experience of budget management and has handled, and reported on, multi-million budgets to a range of donors.

Twin's PM, **REDACTED**, is a Prince2 Project Management Practitioner with lengthy experience of providing technical assistance to Producer organisations in Latin America, Asia and Africa. Before joining Twin, **REDACTED** worked for the African Development Bank's independent evaluation department and has conducted a number of evaluations and designed results frameworks for various projects in Sub-Saharan Africa, including for Livelihoods and Enterprises for Agricultural Development funded by USAID. She graduated from Cardiff University with an MSc in International Economics, Banking and Finance.

Challenges will have overall responsibility for managing the project but will be working in partnership with Twin Rwanda to deliver key elements of the project. A project steering group will be set up at project outset and will meet monthly – usually by skype.

44. Assuming success in the innovation aspect of the project, how will you build long term sustainability into the plans for this project, to make sure that the benefits will last in the long term and be sustainable when this funding comes to an end – what is your exit strategy? Max 300 words.

One of the key assumptions of this project is that strengthened economies improve resilience - helping communities to better cope with climate change shocks and adapt to changes in their environment. The other is that a market driven approach is fundamental to addressing the inequalities of climate injustice. Community climate awareness programmes, unsupported by tangible solutions, can unwittingly foster greater disempowerment while grant funded provision of renewable energy, while addressing an immediate

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need, does not contribute to long term sustainability.

A market driven approach, on the other hand, works on the basis that businesses will change behaviour and adopt practices if key market factors are addressed. This project will be using specially trained young people to demonstrate the business

case for the adoption of clean energy and improved technology. The combination of lowered energy costs and increased revenue from fully washed coffee will serve as a demonstration to other coffee washing stations and producer organisations.

The project will be widely disseminating information on the way that adoption of clean and improved technology has affected business performance and anticipates that this will lead to more coffee washing stations being established and an increase in the percentage of coffee that is fully washed (currently 50%).

At the close of the project we would expect that this information dissemination will be sufficient to ensure that other companies would choose to go down the route of installing clean energy and improved technology. The remaining gap on exit would be access to interim finance for new companies but this will be addressed by publicising the role of Challenges Capital as a vehicle for debt financing. Charges levied for this service would be included in the business model and would be cheaper than bank loans (which are difficult to access and usually incur high interest charges).

45. Tell us about any plans to scale up and/or replicate the project. Max 200 words.

As mentioned above, Challenges is anticipating a degree of self replication without further external intervention. Coffee farmers are linked through coffee cooperatives – some of which have up to 1000 members. The project will be placing a lot of emphasis on disseminating information - in addition to using networks of cooperatives it will also use some of the contacts and networks established by Twin Rwanda to share information on the benefits that would accrue to coffee farmers if they moved to clean energy and updated technology.

Challenges is expecting that replication can be achieved without additional funding since Challenges Capital will be available to meet the need for interim financing for cooperatives who wish to adopt new technology subsequent to project funding ending.

46. What might go wrong during the project? (i.e. what are the risks?) What will you do to try and minimise these or deal with them if they occur? (Add rows as required).

Risks

Likelihood of happening

(Low, Medium or High)

How will you minimise the risk?

(ensuring as a minimum no negative impact to the community)

Recovery plan if problem occurs

Financial

Lowered price of cherries could lower competition of enterprises

Medium

Project emphasis on lowering costs and improving efficiency should provide a greater buffer to price variability.

Review of break-even points and payback periods from business analysis.

Currency devaluation would affect project finances

Low

Project funded in GB. Local currency devaluation should not affect levels of expenditures

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Fraud

Low

Training and systems in place to reduce opportunistic fraud by staff members

Replace staff members Non Financial

Previous aid funding has contributed to an expectancy of grant funding rather than a market driven approach

Medium

Project approach is on demonstrating the viability of using debt funding to finance improvements to CWS.

Improved marketing and review of training/support of business associates.

Loss of key staff members

Low

Ensuring job retention through competitive consultancy rates for external providers, fair pay for recruited staff, training for personal and professional development and good working conditions

UK jump teams ready to deploy to cover for key staff

Coffee harvest could be negatively affected by extreme climatic events – particularly flooding and changes in rainfall

Medium

Ensuring that project design accommodates climate variability (flooding, temperatures, low rainfall)

Contingency plans in place to deal with the impact of extreme weather events

Security issues

Low

All staff members trained in security and in dealing with incidents

Challenges Global Security Officer would provide immediate support in the event of any incidents

47. How will this project build the capacity of the applicant and partner organisations in the field of climate justice? Max 500 words

The ability of populations to mitigate and adapt to the negative consequences of climate change are shaped by factors such as income, race, class, gender, capital and political representation. Low-income communities in developing countries possess few adaptive resources and are therefore particularly vulnerable to climate change. People living in poverty or in precarious circumstances tend to have neither the resources nor the insurance cover necessary to bounce back from environmental disasters. On top of that, such populations often receive an unequal share of disaster relief and recovery assistance.

This is particularly apt for Rwanda which is one of the lowest emitters worldwide and also has a population that is extremely vulnerable to the effects of climate change. Challenges is proposing to build climate resilience by reducing the numbers living in poverty and improving adaptive resources – specifically by improving revenues of coffee farmers. As mentioned in Section 27 - a 20% increase in coffee producer prices could reduce poverty incidence among coffee farmers by almost 6% points which corresponds to about a half percent reduction in national poverty incidence, or about 16,400 people.

This project brings together the skills and expertise of two organisations – Challenges and Twin Rwanda. Challenges Consulting Rwanda is already well versed in the use of a market driven approach to achieve sustainable outcomes. Similarly, the Business Associates who will be recruited for the project are familiar with conducting business diagnostics. These Rwandan nationals would be alumni from the ICS programme who have all been trained under a structured programme that ends in a Level 5 accreditation with the Chartered Management Institute. The training covers key business topics such as SWOT, PESTLE and Options Analysis, Breakeven and Payback periods. This is encompassed within a framework of

working in a real-time business environment. Although a large proportion of the ICS placements are with renewable energy companies the Associates would not necessarily be familiar with the concept of climate justice. Part of the training that will be provided under the project will be to ensure that the Business Associates are fully versed in climate change and climate justice issues and will be able to use this knowledge to draw the connections between poverty and climate resilience. This training will be extended to staff members of Challenges Consulting Rwanda so that we help to build an overall capacity in climate justice.

Twin Rwanda is already extremely experienced in working with coffee cooperatives and working hand in hand with producer organisations to balance quality production with market demand. It has already identified some of the key barriers to the growth cooperatives with a lack of business acumen (including leadership,

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governance, budgeting, cost management and access to finance) being one of the key factors.

The collaborative approach of this project will ensure a transfer of skills and knowledge between partner organisations with Challenges benefitting from Twin's specialism in the coffee marketing sector and Twin staff benefitting from exposure to a market driven model which can be used in their work with other cooperatives.

48. What is the role of the Scottish organisation in this project? What is the added value that the Scottish organisation brings beyond the funding? Max 200 words
Challenges is the largest independent Scottish development agency (40 full time staff and 600+ associates globally) and one of 5 Global Social Enterprises headquartered in Scotland and strategic partner support from the Scottish Government Third Sector team. Its approach has delivered £30 million in debt and equity financing and supported over 2,000 growth businesses in 40 countries with notable success in the renewable energy and clean technology sectors.

Specific added value includes:

- Challenges will use its existing extensive links with renewable energy companies in Rwanda to establish and support supply chains for solar PV and coffee washing equipment.
- Challenges will use its unique software platform – Marketplace - to track business growth. Currently standing with over 300 listed companies Marketplace is able to provide data that facilitates business links - both nationally and internationally - and act as a portal for investors.
- Challenges will use its position as largest registered provider of CMI in a development context to provide remote support and mentoring for young Rwandans alumni from the ICS programme who will be recruited as Business Associates under this project.
- Challenges subsidiary, Challenges Capital, will work with Twin Rwanda to secure sources of ethical finance for CWS.

Section D:

MONITORING, EVALUATION AND LEARNING (MEL)

This section should detail your monitoring and evaluation plans in relation to the outcomes and activities described earlier.

49. What monitoring information will you gather about the activities? Please describe how you will know whether your outcomes are achieved, and whether your innovation is successful? What evaluation activities will you carry out? What tools and indicators will be used? Max 600 words.

Outcome 1 (Operating efficiency) Key Indicators:

- Kilowatt hours used by coffee washing stations
- CBA of kilowatt hours produced by solar PV
- KAP from climate justice training to Business Associates
- Supply chains - reliability, price point, logistics
- Ethical financing – sourced and utilized
- Accrued benefits to coffee farmers

Outcome 2 (Environmental impact) Key Indicators:

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- Litres of fresh water per kilogram of coffee
- Production process - waste per unit
- CBA of improved processing equipment
- Unit cost
- Proportion of waste water recirculated, placed in sedimentary lagoons, and put into general water supply
- Supply chains - reliability, price point, logistics
- Ethical financing – sourced and utilized
- Accrued benefits to coffee farmers

The success of the project will be measured by the above indicators and the target activities defined in section 39. The key assumption of the project is that that reduced costs and improved operating efficiencies of coffee washing stations will reduce poverty and thereby improve climate resilience. Evidence for this overarching goal should be available from the pilot site and any subsequent CWS which adopt clean energy and improved technology but we are aware that this small sample may not be sufficient to prove attribution.

As mentioned in section 27, young Rwandans – who have been trained – will be responsible for collection data for the above indicators. Challenges will develop a detailed data collection methodology for all Impact Indicators, which will outline collection methods, responsibilities, and data quality measures. A structured methodology will reduce the risk of data collectors collecting incorrect and/or low quality data.

Challenges has established ongoing monitoring technology, Challenges Marketplace. The 'Marketplace' platform allows data to be quickly and securely input to a system that allows for live reporting. Live reporting capabilities allow Challenges to produce in depth reports instantaneously; combined with qualitative context understanding, Challenges can establish detailed insights quickly.

Data on each participating business will be input to Marketplace on a monthly basis. This data will then be analysed, in part by Marketplace's in-built reporting functionality, and in part by more in depth analysis software.

Data on programme quality will be collected through surveys directed at key stakeholders in the community, which will be performed biannually. These will focus on Challenges and Twin's ability to deliver the programme, what barriers are emerging in achieving success, and whether there are any negative impacts.

50. How will you use and disseminate the learning from this project both successes and failures, to shape future work? Max 400 words.

A key component of the project will be sharing details of the CBA analyses around other coffee cooperatives so that we can demonstrate how adoption of clean energy and improved/updated technologies reduces running costs, increases sales revenues and contributes to environmental improvements. Challenges Rwanda and Twin Rwanda will use a combination of information dissemination through established networks and annual exchange visits, (between each CWS and the pilot

site), to help coffee farmers understand the technologies and the benefits of introducing them. We would hope for a self-replication process once other coffee cooperatives see the evidence that this market driven approach is possible. Training the Business Associates in climate justice will lead to them having a better understanding of climate change issues and the likely impact on communities in Rwanda. In addition to them having a better comprehension for the under-pinning reasons for the project we would expect them to deliver this understanding to community members so that they are informed about climate justice and how this project is directly contributing to climate resilience. Learning from this project will inform on the project's impact and quality of delivery. Data collected will feed into reports which will be disseminated to relevant stakeholders and to the SG. This includes reporting on negative impact - should the cost-benefit analyses disprove the assumption that the increase in revenue/decrease in costs is insufficient to cover the cost of debt repayment within a reasonable payback period then then it will be important to communicate this and look at other ways to encourage and support

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the adoption of clean energy and improved technology.

Lesson logs will record ongoing learning, which will act as a resource for all delivery agents to refer to. This learning will inform best practice going forward.

Challenges Worldwide and Twin are committed to reporting impact to the wider community, and producing public-facing reports that can be used to highlight the success of the project. Equally, both organisations are dedicated to ongoing improvement of project delivery to maximise the success and return on investment of the project.

51. Please use the table below to give an overview of the monitoring, evaluation and learning plans

Role

What will be done, when and who will do it?

Which organisation

Monitoring of project progress

Indicator reporting to Marketplace:

Monthly

Rwandan Business Associates

Programme Quality surveys

Biannually

Rwanda Business Associates

Challenges Worldwide to oversee

Evaluation of the project

In-depth evaluation of all indicators and survey data

Biannually

Monitoring and Evaluation Coordinator

Challenges Worldwide to oversee

Learning from this project to improve future projects

Reports on evaluations produced with recommendations for action

Biannually

Monitoring and Evaluation Coordinator to produce reports, Programme Managers to action

Challenges Worldwide and Twin

Section E:

PROJECT BUDGET

Applicants are requested to complete the Excel budget spreadsheet with details of the project budget. The section below is for the additional information that is required to support your budget as presented.

52. Total funds requested from Scottish Government:

Year 1: Nov 2017 – Mar 2018 (5 months)

£ 30408

Year 2: Apr 2018 – Mar 2019

£ 33120

Year 3: Apr 2019 – Mar 2020

£ 36470

Year 4: Apr 2020 – Oct 2020 (7 months)

£ GRAND TOTAL £ 99998

53. Please provide justification for any capital expenditure over £250 in your budget. An explanation of what constitutes capital expenditure has been provided in the guidance notes.

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Office and equipment costs for the two Project Coordinators have been included in the bid. Along with capital costs for photovoltaic panels and a wash station for the pilot site.

54. Please detail in the table below the international airfares in your budget; detail who the airfares are for, the dates, duration and reasons for travel. This applies to visits both to and from country. Please insert more rows if necessary.

Airfare (as detailed in budget)

Person travelling

To/From

Dates

Planned duration of visit

Purpose of visit

None included

55. Please tell us about any matched funding sources for this project.

Matched Funding Source and Status

Matched Funding Amount

Funding source

Are these funds secured?

2017/18

2018/19

2019/20

2020/21

Total

Yes

No

£

£

£

£

£

Yes

No

£

£

£

£

£

TOTAL MATCHED FUNDING

£

£

£

£

£

56a. Will there be any other non-financial support for this project, i.e. in-kind contributions?

Yes

No

56b. If yes, please give details of what these might be.

All completed applications should be submitted by email to:

international@ltsbfoundationforscotland.org.uk to arrive no later than 12.00 noon on Monday 7th August 2017.

Lloyds TSB Foundation for Scotland

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Scottish Charity Number SC009481

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May 2017

i National Strategy for Climate Change and Low Carbon Development October 2011