



2017/2018 Competitions

**The Mastercard Foundation  
Fund for Rural Prosperity**

**2017/2018 COMPETITIONS**

**APPLICATION GUIDANCE NOTES**



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## 1. The Application Process for the Mastercard Foundation Fund for Rural Prosperity Rolling Competition

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Mastercard Foundation, through the Fund for Rural Prosperity, is committed to improving the lives of people living in poverty and believes that financial education and access to financial services can be used to improve the lives of people living in rural and agricultural areas. The Fund seeks to channel direct support to private sector organizations with projects that have developmental benefits, such as increased incomes, enhanced agricultural production or wider social benefits, for large numbers of rural people.

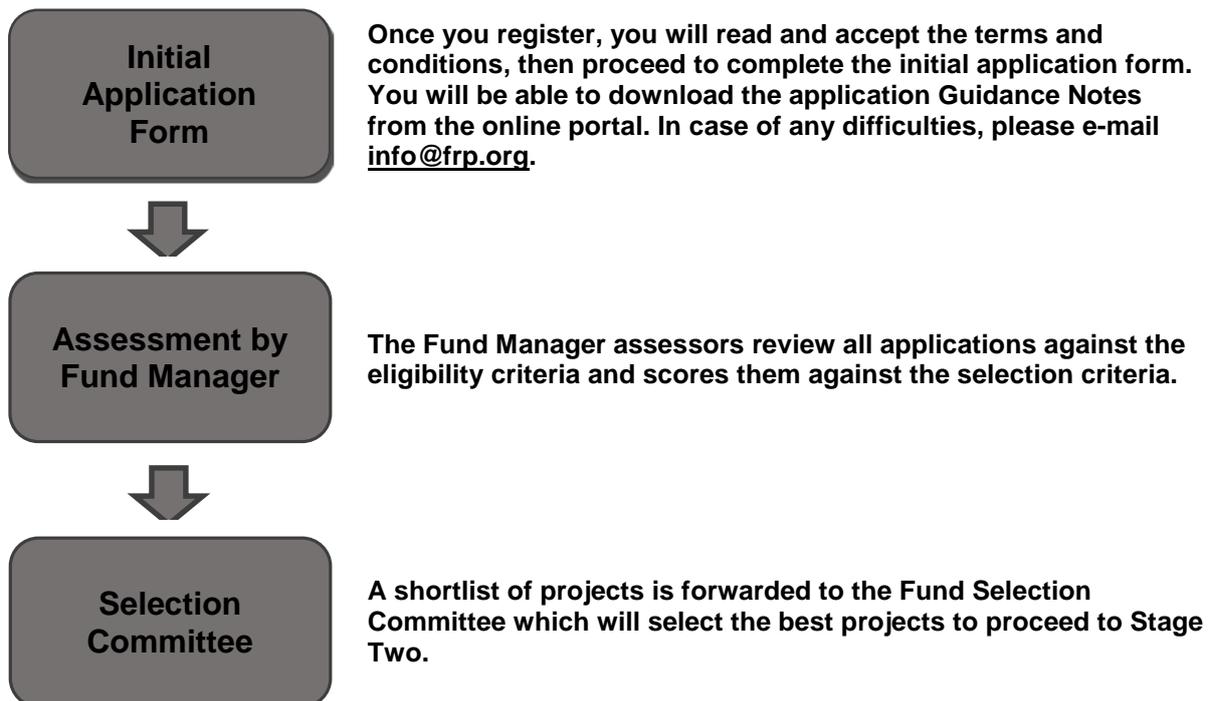
The Mastercard Foundation Fund for Rural Prosperity Competition has two stages.

### 1.1 Stage One: Initial Application

This stage involves completion of the initial application setting out the project being proposed to the Fund for support.

The first collection of the 2017/2018 Competition closed on **10 August 2017**, and the second collection is scheduled for **5 October 2017 at midnight East African time (+2 GMT)**. All applications submitted after this date will be considered in the next collection. The timelines for subsequent collections will be announced at a later date.

**Please note that attachments will not be allowed.** The first stage of the competition is judged solely on the content of this form.

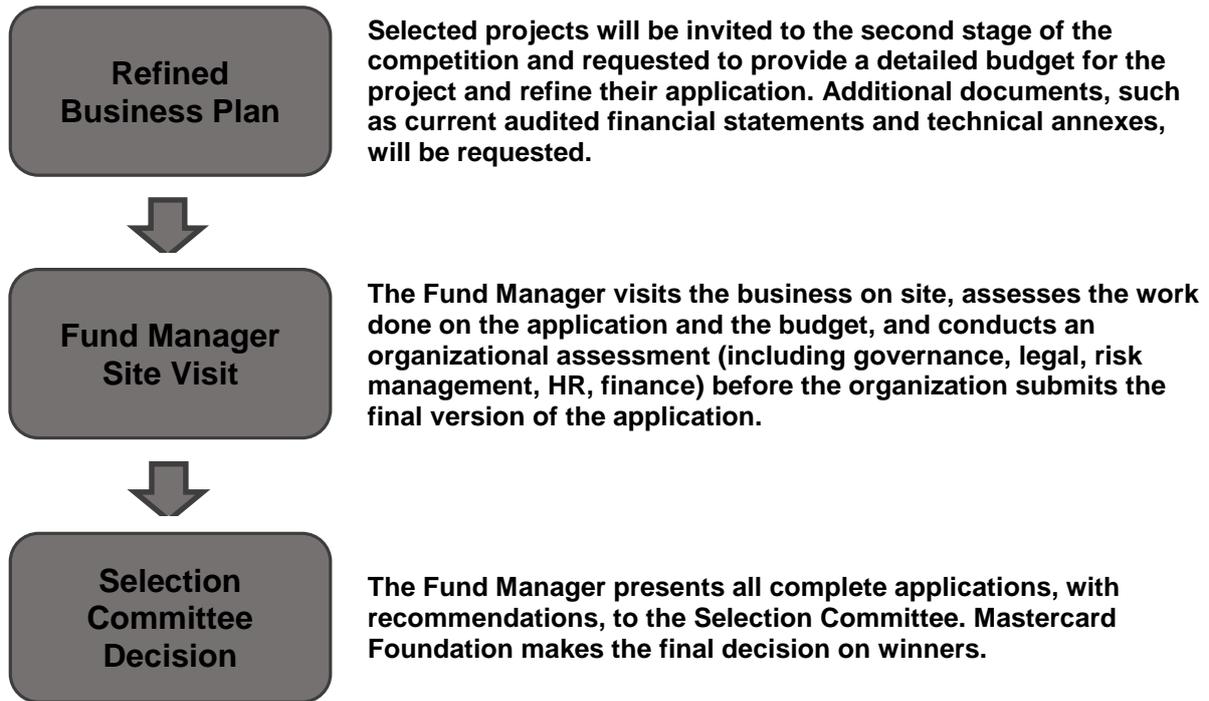


The initial application will be judged by examining the uniqueness of your idea, its potential for scale and the projected impact figures by the Mastercard Foundation Fund for Rural Prosperity Selection Committee. If your application is successful you will be notified within eight (8) weeks of the close of a competition period and invited to progress to Stage Two of the competition. Unsuccessful applicants will also be notified with a brief summary containing the main reason(s) why their proposal was not carried forward. They will then have an opportunity to refine their applications and resubmit for consideration in subsequent competition periods.



## 1.2 Stage Two: Refinement of Business Plan

If you progress to this stage of the competition, you will be asked to refine your business plan and provide supplementary documentation for your application. You will be asked to complete a standardized financial model for your project which includes profit and loss accounts, balance sheets, and cash flow projections. You will also need to work with the Fund Manager to refine your development impact model. The application will again be reviewed by the Selection Committee. Winners will be selected from these submissions.



Here are the important dates and deadlines for the competition in 2017. Additional competition periods will be announced at a later stage.

Schedule	Deadline
<b>Stage 1</b>	
2017 Competition #1 opens	<b>20 June 2017</b>
2017 Competition #1 closes	<b>10 August 2017</b>
2017 Competition #1 projects shortlisted for stage two notified	<b>05 October 2017</b>
2017 Competition #2 opens	<b>11 August 2017</b>
2017 Competition #2 Closes	<b>5 October 2017</b>

## 1.3 What You Need To Do For Your Initial Application

To complete and submit your initial application to the Mastercard Foundation Fund for Rural Prosperity, please follow the steps summarized in the checklist below:



- Access the registration and application portal at <https://grants-kpmg-idas.ccgranttracker.com>
- Register online as an applicant.
- Read and accept the Competition terms and conditions.
- Access the application form, together with these application guidance notes. If you're reading this, you've probably already done these two steps.
- Complete the application form, referring to these guidance notes. They contain essential tips about the type of information that we are looking for in order to assess your application.
- If you have any questions regarding your application, please send an email to: [info@frp.org](mailto:info@frp.org)

The Fund will acknowledge receipt of your application by email to the address you indicated while registering. Upon submission, you will receive a **Unique Project Identification Number**. Please quote this number in all future correspondence associated with the Fund for Rural Prosperity.

Finally, you may be contacted by a representative of the Fund to provide further information, so please ensure that the email address indicated on the form is correct.

## 2. Rolling Competition Eligibility

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You must meet **ALL** of the following criteria for your application to be considered:

- Your organization is a private, for-profit organization, partnership or sole trader. In this regard, applications from organizations that are **majority owned** (at least 50% and above) by government or by a non-profit entity are not eligible.
- If you are submitting a joint application, there must be one organization designated as a lead. The lead organization must be one of the following: (1) a licensed financial organization, (2) a for-profit organization that provides or plans to provide a financial service to the rural poor, or (3) a for-profit organization that provides or plans to provide non-financial services to clients of financial services providers to enable them to utilise financial services effectively.
- Applicants need to demonstrate their capacity to implement their proposed projects. Lead applicants must have an established and verifiable organizational track record. The Fund for Rural Prosperity will not support start-ups as lead applicants.
- The total support requested from the Fund for Rural Prosperity must be at least **US\$250,000** and no more than **US\$2,500,000**.
- The lead organization (and its partners) must provide at least 30% of the total cost of the project budget (matching funds). This is to demonstrate risk-sharing between the organization and the Fund.
- The Fund for Rural Prosperity support request should be for a specific, innovative and/or scalable financial product, process, or service for rural customers or a specific, innovative and/or scalable tool that facilitates the uptake of financial services. We will provide support to financial products, services, or combinations of them tailored to the needs of rural and agricultural customers, especially smallholder farmers. Projects may involve the provision of non-financial services aimed at improving the ability of rural and agricultural customers to benefit from financial products and services.
- You must demonstrate the project's potential for increasing the provision of financial services to the financially excluded rural poor in target countries.



- The project will be implemented in one or more of the 24 eligible Sub-Saharan Africa countries.<sup>1</sup>
- Your organization must demonstrate “additionality” i.e. that the project would not go ahead without the Fund’s support or that, if it would go ahead anyway, it would be at a much-reduced pace or scale.
- Cooperatives and Sacco are NOT eligible to apply for financial support as lead applicants.
- **KPMG SEC Audit Clients are ineligible.** These are KPMG audit clients regulated by the Securities and Exchange Commission of the US or KPMG audit clients who fall under the categories outlined [here](#).

All these eligibility criteria are contained in the application form.

The following points are also important for your application:

1. The proposal must be for a project within an organization (or partnership between organizations), not for the organization (or organizations) itself: the Mastercard Foundation Fund for Rural Prosperity will support pro-poor innovation, not subsidise particular businesses.
2. The project may be proposed by a single organization or by a partnership of two or more organizations; however, the proposal must be made by one lead organization. The lead applicant must be a for-profit entity.
3. All things being equal, some level of preference will be given to indigenous and national-owned companies, i.e. a bonus point will be allocated to companies that meet this criterion, thus scoring higher.
4. Applicants are encouraged to submit applications that take into consideration how to provide non-financial services to end users to enable them to access and utilise the proposed financial service(s) or product(s) effectively. Examples of non-financial services include financial literacy education, agronomic training, business management training, record keeping training, etc.

### **3. The Mastercard Foundation Fund for Rural Prosperity Rolling Competition Selection Criteria**

We will select the best applications based upon the business ideas that contribute the most towards the Fund’s aims and objectives. The selection criteria and the relative weighting we attach to these are shown in the table below.

Criteria	Weighting	Relevant Sections in Application Form
Capacity of the organization to implement	20%	<p><b>About the Lead Organization</b>, in particular, the information about your organization’s current activities, how long you have been in business, annual turnover and registration details.</p> <p>The information about any <b>partner organization(s)</b>.</p> <p><b>Proposed Rural Financial Solution</b>, in particular, the narrative text box asking: “What is the capacity of your organization (human resources; management team; operations; planned improvements) to implement the project being proposed?”</p>
Commercial viability	20%	<b>Project information and financial details</b> as well as all sections under <b>Proposed Rural Financial Solution</b>

<sup>1</sup>Eligible countries list: Burundi, Benin, Burkina Faso, Cameroon, Côte d’Ivoire, Djibouti, DRC, Ethiopia, The Gambia, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Niger, Rwanda, Senegal, Sierra Leone, Tanzania, Togo, Uganda and Zambia.



Capacity development of end users	10%	<b>Proposed Rural Financial Solution</b> in particular, the narrative text box asking: “What are the plans and tools of your project for developing the capacity of the end users of your product/service?”
Development impact (direct and indirect)	25%	All sections under <b>Project Impact</b>
Innovation	25%	<b>Innovation</b> “What is innovative about your rural financial solution?”

#### 4. The Application Form

Below you will find a guide to help you complete the Mastercard Foundation Fund for Rural Prosperity Competition Application Form. **Please print this document to refer to as you complete your application form.**

**If you exceed the character limits you will be able to save your application but not submit until you reduce the number of characters.**

#### **Summary of Project** (Max 1000 characters) \*

Please provide a suitable short title for your project that is NOT your organization name

<b>A1. PROJECT TITLE AND START DATE</b>	
Project Title	
Project Start Date	

<b>A2 - BRIEF SUMMARY OF PROJECT</b>
<p>We suggest that you complete this section after you have finished completing the rest of the application form.</p> <p>This needs to be a very strong section that concisely summarises the key points of your project and the expected business and development outcomes.</p>

#### **About the Lead Organisation\***

This section has multiple functions: giving us information to process your application, ensuring that your organization fits within the eligibility criteria and providing information that shows the capability of your organization.

Please provide: basic data about your organization, how we can get in touch with you, and who the contact person/project manager is. (B1-B5)

Please provide the registration details for your organization, information about your organization’s current business, shareholding structure, past financial performance, current investors, and whether your organization has received donor support in the past. (B6– B11)



B1 - ORGANIZATION DETAILS	
Organization Name	
Organization Registration Number	
Type of Registration	
Country of Registration	
Organization Auditors	Please indicate the name of your organization auditors

B2 – LEAD APPLICANT CONTACT DETAILS	
Salutation	Choose how you wish to be addressed.
First Name	
Surname	
Job Title / Position	
Email	
Mobile Number	Please include the international dialling code.

B3 – APPLICATION CONTRIBUTORS
Please click the <b>Add Contributor</b> link to add details of other members of your company who will help you as the Lead Applicant to prepare your application. Each additional contributor will be sent an email with login details to access the system and will be able to complete sections of the form as required

**Lead Organization Address Details**

B4 – LEAD COMPANY PHYSICAL ADDRESS / CONTACT DETAILS	
Postal Address / PO Box	
Physical Address	
Town / Area	
City / County, State or Province	
Post Code	
Country	
Telephone Number	Please include the international dialling code.
Website	

B5 - POSTAL ADDRESS / PO BOX

**Lead Organization Business Details**

B6 - BUSINESS DETAILS	
Year Established	Enter the year your organization was established.



	<b>Description of Your Current Business</b> (Max 1000 characters)	Please provide information about your organization's current activities. Also include information about the experience your organization has in this business.
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<b>B7</b>	<b>SHAREHOLDERS</b> In the case of public limited companies (PLCs) with many shareholders, you need only list the major shareholders. The purpose of this is for the Fund for Rural Prosperity to know who, if any, major and/or controlling shareholders are. As a guide, it may be appropriate to list companies or individuals with 15% or more of issued shares. For private limited companies, the Fund would like to know who all the shareholders are.	
	<b>Shareholder 1</b>	Enter the shareholder's name 0%holding
	<b>Shareholder 2</b>	Enter the shareholder's name 0%holding
	<b>Shareholder 3</b>	Enter the shareholder's name 0%holding
	<b>Shareholder 4</b>	Enter the shareholder's name 0%holding
	<b>Shareholder 5</b>	Enter the shareholder's name 0%holding
	<b>Other Shareholders</b>	Enter the shareholder's name 0%holding

**Lead Organization Past Performance**

<b>B8</b>	<b>LEAD ORGANIZATION PAST PERFORMANCE</b>		
	<b>What is your financial year end?</b>	Here, please indicate your own financial year, in case it does not fit with the calendar years stated below.	
	<b>Financial Year</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Turnover (excluding grants received, if any) US\$</b>	US\$0	US\$0
	<b>Operating Profit (EBITDA) US\$</b>	US\$0	US\$0
	<b>Net Profit (Profit After Tax) US\$</b>	US\$0	US\$0
	<b>Capital Expenditure US\$</b>	US\$0	US\$0
	<b>Debt Outstanding (interest bearing liabilities) US\$</b>	US\$0	US\$0
	<b>Current Assets / Current Liabilities (current ratio)</b>		
	<b>Total Liabilities / Total Assets (debt ratio)</b>		
	<b>Current Number of Customers</b>	0	0
	<b>Current Number of Rural /Agricultural Customers</b>	0/0	0/0
	<ul style="list-style-type: none"> <li>• "Customers" refer to the aggregate number of current active customers in your portfolio. This customer number is not segmented or differentiated in any way.</li> <li>• "Rural customers" are customers that reside in rural areas as defined by national statistical offices; "agricultural customers" are customers that reside in rural areas and rely on agriculture for their livelihoods.</li> </ul>		
<b>B9</b>	<b>EXPLANATION - PAST PERFORMANCE</b>		
	Make any appropriate brief descriptions, including any extraordinary events having implications on the numbers above.		

**Lead Organization Current Investors**



<b>B10 - Current Investors</b>	
Please fill in information about how your organization is currently financed in the table below.	
<b>Current investors (provide name of organization).</b>	<b>Amount (US\$)</b>
	US\$0
	US\$0
	US\$0
<b>Current lenders (provide name of organization).</b>	<b>Amount (US\$)</b>
	US\$0
	US\$0
	US\$0

<b>Has your organization received any donor support in the last 5 years?</b>	Please select		
<b>B11 - PREVIOUS DONOR SUPPORT</b>			
You should fill in information about any donor support your organization has received in the past in the table below. Don't forget to include a short description of what the donor support was for.			
	<b>Donor 1</b>	<b>Donor2</b>	<b>Donor 3</b>
<b>Name of Donor</b>			
<b>Amount (US\$)</b>	US\$0	US\$0	US\$0
<b>Year Approved</b>			
<b>Purpose of Funding</b>			

### Partner Organization(s)

This section is providing information showing the capability of your partner organization(s). If your organization is not implementing the project in partnership with one or more organizations, then this section should be left blank.

Please provide: basic data about your partner organization, how we get in touch with them, and who the contact person/project manager is. Section (C1-C6) for the partner organization.

Please provide the registration details for your partner organization, information about your partner organisation's current activities and the ownership of the organization, (if applicable), (C7 – C8).

<b>C1 – PARTNER ORGANIZATION DETAILS</b>
As the Lead Company Contact we need you to provide details for any Partner Organizations participating with you on this project. You will be able to add up to 4 Partner Organizations via the Partner Organization Details box below.
Click <a href="#">Create</a> to add a Partner Organization Contact. This will take you to a sub-page where you will be able to search for an existing contact or add a new contact and also complete required details for that Partner Organization
If your company is not implementing the project in partnership with other organization then this section can be ignored.
<b>C2 – PARTNER CONTRIBUTOR DETAILS</b>
As the Lead Company Contact you have the option to invite any or all of the Partner Organization Contacts added above to work with you towards the completion of this application form. For example you may want to direct them to this Partner Organizations page to check or complete their Organization details or you may need their help in completing other sections/questions on the application form. They will have edit rights to all sections of the form apart from the section About the Lead Organization.



If you wish any of your partner contacts to contribute to the completion of your application form, please add them as application participants via the Add Partner Contributor button below.

You will be prompted to search for and select the Partner Organization Contact before confirming that you wish to include this person as a Contributor or participant on the application form. They will be sent an email providing log-in details and inviting them to work with you towards the completion of the application form

### C3 - PARTNER ORGANIZATION CONTACT DETAILS

	<b>First Name</b>	
	<b>Surname*</b>	
	<b>Email*</b>	

### C4 - PARTNER ORGANIZATION DETAILS

	<b>Organization Name</b>	
	<b>Organization Registration Number</b>	
	<b>Country of Registration</b>	

### C5 - PARTNER ORGANIZATION PHYSICAL ADDRESS / CONTACT DETAILS

	<b>Address</b>	
	<b>Town / Area</b>	
	<b>City / County, State or Province</b>	
	<b>Postcode</b>	
	<b>Country</b>	
	<b>Telephone Number</b>	
	<b>Website</b>	

Is your Partner Organization's Postal Address different from its Physical Address?

### C6 - PARTNER ORGANIZATION'S POSTAL ADDRESS / PO BOX

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### C7 - Business Details

	<b>Year Established</b>	
	<b>Description of Current Activities</b> (Max 1000 characters)	

### C8 Shareholders (if applicable)

In the case of public limited companies (PLCs) with many shareholders, you need only list the major shareholders. The purpose of this is for the Fund for Rural Prosperity to know who, if any, major and/or controlling shareholders are. As a guide, it may be appropriate to list companies or individuals with 15% or more of issued shares. For private limited companies, the Fund for Rural Prosperity would generally like to know who all the shareholders are.

	<b>Shareholder 1</b>	Enter the shareholder's name 0%holding
	<b>Shareholder 2</b>	Enter the shareholder's name 0%holding
	<b>Shareholder 3</b>	Enter the shareholder's name 0%holding



	<b>Shareholder 4</b>	Enter the shareholder's name 0%holding
	<b>Shareholder 5</b>	Enter the shareholder's name 0%holding
	<b>Other Shareholders</b>	Enter the shareholder's name 0%holding

## Project Information

D1- PROJECT INFORMATION		
	<b>Primary Financial Product/Service</b>	<p>Please select which thematic area your application falls under (i.e. collateral management, credit, insurance, savings, transactions, other).</p> <p>If your application cuts across two or more of these thematic areas, please select just one as the primary theme.</p> <p>If your primary focus area is not indicated on the drop down, select 'other' and specify on the space provided.</p>
	<b>Agricultural Sector Focus</b>	<p>Please select the focus agricultural sector your financial product or service falls under (i.e. Livestock, Fishing, Horticulture, Input supply etc).</p> <p>If your application cuts across two or more of these agricultural sectors, please select just one as the focus area.</p> <p>If your agricultural sector is not indicated on the drop down, select 'other' and specify in the space provided.</p>
	<b>Is the Financial Product / Service Supported by a Mobile Platform?</b>	<p>Please indicate if your financial product or service is supported by a mobile platform.</p>
	<b>Country(ies) Focus</b>	<p>Projects <b>MUST</b> be implemented in one or more of the 24 eligible countries. Countries that do not appear in the drop down menu are not eligible for support.</p> <p>We encourage applications from all over the world. However, projects can only be implemented in an eligible country.</p> <p>If your business is in two or more of these countries, please select just one as the primary country.</p>

In the sections below, please provide the summary financial figures for your project in the formats requested. Please provide the following:

- ▶ The total Mastercard Foundation Fund for Rural Prosperity support required to implement your project (D2). This must be no more than 70% of the total project cost.
- ▶ Note: The grant requested (D2) must be at least US\$250,000 and no more than US\$2,500,000.

D2 – FUND FOR RURAL PROSPERITY SUPPORT DETAILS	
<b>Support Requested</b>	US\$0

In the table below (D3 – D5), we ask for information about the matching funds that your organization will invest into the project. Please note the following points:

- ▶ The Fund expects you to provide matching funds from your own resources (including those of your partners or third parties) of at least 30% of the total cost of the project.



- Example: You and your partners have US\$100,000 that you are looking to invest in your innovative rural financial service to another region or market. You are confident that your bank will lend you a further US\$200,000. The Mastercard Foundation Fund for Rural Prosperity can add an additional US\$700,000 to your project. The total size of your project will be US\$1,000,000.
- ▶ Matching funds can be either cash investments or in-kind contributions.
  - Acceptable cash contributions are (1) a cash/equity investment by the lead organization or implementing partners; (2) facilities provided by other organizations (e.g. equity investments, bank loans; (3) reinvested profits; and (4) guarantee facilities intended to support financing of smallholder farmers. Please provide information about the cash investments in (D3).
  - Acceptable in-kind contributions are (1) salaries of employee working directly on project implementation; (2) rental of buildings, offices, and facilities; (3) equipment purchases agreed for the implementation of the project; (4) travel and consultancies; (5) materials and supplies, training and workshops, printing and publications; (6) market research and marketing materials; and (7) project administrative costs. Please provide information about in-kind contributions in (D4).
- ▶ Please calculate the cash to in-kind matching funds ratio by dividing the figures given in D3 by those in D4.
- ▶ Please calculate the total matching funds by adding up the figures you have given in D3 and D4.
- ▶ Please calculate the matching funds ratio by dividing Total matching funds by the total funds required for the project (i.e. the funds requested from the Fund for Rural Prosperity (D2) and your own total contribution. The number should be at least 0.3.

D3 - CASH CONTRIBUTION		
	<b>New cash investment into the project that your organization will provide from shareholders, bank loans, investors, etc.</b>	US\$0
	<b>What is the source of these funds?</b>	E.g. shareholder funds, bank loan, third party equity.
D4 - IN-KIND CONTRIBUTION (IN US\$)		
	<b>Financial value of resources that your organization, shareholders and other partners will provide as 'in-kind' contributions for your project.</b>	US\$0
	<b>What is the source of these contributions and how will they be used for the project?</b>	E.g. allocations of staff, stock or equipment.
D5 – MATCHING FUNDS VALIDATION		
	<b>Cash to in-kind matching funds ratio (D3:D4)</b>	0
	<b>Total matching funds (D3 + D4)</b>	US\$0
	<b>Matching funds ratio (see formula above)</b>	0.0

## Proposed Rural Financial Solution

Grab our attention with a concise description of the rural financial solution or tool that not only sells your innovation to us but also tells us what the business case is: the capacity of your organization and partners to implement it. You'll have to hold our attention by keeping to the word limits specified and ensuring that you do not repeat information in the different subsections on the form.

	<b>Is your rural financial solution new or does it already exist?</b>
	Please select 'New' or 'Already exists' from the option provided.



<b>E1</b>	<b>Describe your rural financial solution. What are your objectives? (Max 2500 characters)</b>
	<p>Please describe your rural financial solution or tool. Explain clearly the purpose of your project, its objectives and the outcomes that your organization expects to achieve. Describe any progress you have made so far and the steps you intend to take to implement it. In your concise narrative, please answer the following questions:</p> <ul style="list-style-type: none"> <li>▶ What is your rural financial solution or tool? What will it do for the customers/users that will use it? What will your organization do in the new market/region? How will it expand?</li> <li>▶ Which are the most important activities you will carry out?</li> <li>▶ Why do you think the new product/service will work?</li> <li>▶ Why do you think the Fund for Rural Prosperity should be interested in your idea?</li> <li>▶ What does success look like for the solution or tool?</li> </ul>
<b>E2</b>	<b>What is the business case for your solution? Give numbers showing how you will be profitable in the new market. (Max 2500 characters)</b>
	<p>Here, you will need to back up the description you made of your rural financial solution or tool with some numbers and other relevant information that will help us judge whether we should move forward with your application. Please make sure your statements are backed up by numbers! Please include the following points in your narrative:</p> <ul style="list-style-type: none"> <li>▶ Describe the proposed business model. How will the product/service reach the market? How will the project affect your current business and by how much? How long will it take the product or service to break even?</li> </ul>
<b>E3</b>	<b>What is the potential market for your product or service? (Max 1000 characters)</b>
	<p>Guiding points for this section:</p> <ul style="list-style-type: none"> <li>▶ What is the potential market for your product/service? (What is the target customer profile?) What is their average acreage holding per household? What are income and yield profiles per year? How large is this market?</li> <li>▶ How do you expect this market to evolve over the next few years?</li> <li>▶ Where do you position your product or service in the marketplace?</li> <li>▶ Describe the nature and distribution of existing customers.</li> <li>▶ Please specify your pricing strategy, projected volumes, costs, revenues.</li> <li>▶ How will you promote your product or service?</li> </ul>
<b>E4</b>	<b>How do you intend to reach your market? (Max 1000 characters)</b>
	<p>Guiding points for this section:</p> <ul style="list-style-type: none"> <li>▶ Describe the distribution strategy for your product/service.</li> <li>▶ How will you reach the end user?</li> <li>▶ Describe the sales strategy for your product/service?</li> </ul>
<b>E5</b>	<b>If you intend to scale your financial product/service, what is your expansion strategy into the target market/region? (Max 1000 characters)</b>
	<p>Guiding points for this section:</p> <ul style="list-style-type: none"> <li>▶ What do you expect to do differently than in your current market?</li> </ul>
<b>E6</b>	<b>What is the competitive edge of your product or service? (Max 1000 characters)</b>
	<p>Guiding points for this section:</p> <ul style="list-style-type: none"> <li>▶ Who are the competitors to your product/service?</li> <li>▶ How is your business model better than those of your competitors?</li> <li>▶ What are the advantages and disadvantages of their product/service compared to yours?</li> <li>▶ Why will customers buy your product or service instead?</li> </ul>
<b>E7</b>	<b>What are the plans and tools of your project for developing the capacity of the end users of your product/service? (Max 1000 characters)</b>
	<p>The capacity of the end users (financially excluded rural people) is paramount in the successful uptake of any rural product/service. Please describe the form of tool or training service you will use to ensure end users are equipped to benefit from your new product/service. This is important for all projects funded under the Fund for Rural Prosperity. What will success look like?</p>



	If your product/service is a tool to enhance end user capacity, please explain how you will work with financial service providers to link your clients to finance.
<b>E8</b>	<b>What is the capacity of your organization (human resources; management team; operations; planned improvements) to implement the project being proposed? (Max 1000 characters)</b>
	<p>Please describe the capacity of your organization and your organization's partners (if any) to implement your project.</p> <ul style="list-style-type: none"> <li>▶ If this project will be implemented with partners, what part of the implementation will you and your partners be responsible for? What are the qualifications of the partner organizations?</li> <li>▶ Describe your capabilities to implement the new product/service in terms of the management team and structure (experience, suitability, staffing); operational systems and facilities; management information systems; etc.</li> <li>▶ What new capabilities will be needed in your organization to implement the idea?</li> </ul>
<b>E9</b>	<b>Describe what you intend to use the Mastercard Foundation Fund for Rural Prosperity funds for. (Max 1000 characters)</b>
	<ul style="list-style-type: none"> <li>▶ Draw up an estimated budget showing the major cost centres; for example: product development, product testing, training, etc. Your estimated budget should tally with the total financing requirements for the project, showing both Fund for Rural Prosperity support and your organization's matching funds. The budget should not be too detailed at this stage. We will ask you for more detailed project budgets/projections if your proposal is taken to the second stage of the competition.</li> </ul>
<b>E10</b>	<b>How do you intend to sustain the project once the Mastercard Foundation Fund for Rural Prosperity support ends? (Max 1000 characters)</b>
	Provide an indicative plan making a case explaining how the project will remain profitable and sustainable when Fund support comes to an end. Please also indicate other possible sources of funding for the scaling of the product/service.

### Innovation\*

<b>F1 - Describe what is innovative about your rural financial solution. (Max 1250 characters)</b>	
	<p>The Fund defines "innovation" as a new product, service or business model being introduced in a country or to a selected group where it has not been tried before. In the space provided, please describe and provide details on the following:</p> <ul style="list-style-type: none"> <li>▶ Is your new rural financial solution something substantially new for your organization?</li> <li>▶ How does this represent an innovation for the country/region/Africa/the world?</li> <li>▶ To what extent does it facilitate access to finance to (i) financially excluded people living in rural areas; (ii) women; and/or (iii) youth?</li> <li>▶ To what extent does it integrate technological, social, and business process/model innovation to enhance uptake and delivery of financial services to the customer?</li> <li>▶ How does your innovative idea have the potential to transform the rural finance landscape?</li> <li>▶ What is the potential to scale the product?</li> </ul>

### Additionality

<b>G1 - What is the justification for the need for financial support from the Fund for Rural Prosperity for your financial solution? (Max 1250 characters)</b>	
	<p>The Fund will not consider projects which could and would be supported fully by other, more commercial, sources of funding. The Fund's support is not intended to replace commercial finance but aims to "tip the balance" in favour of a project for companies considering investment into that project but where perceived risk, or some other factor, is preventing the organization from receiving commercial funding.</p>



Please include the following points in your narrative:

- ▶ Explain why you cannot raise any or all the funds you need for this project from commercial sources, or why enough internal resources are not available.
- ▶ What other funding options have you explored?
- ▶ Describe how the project will be different with and without the Mastercard Foundation Fund for Rural Prosperity.

## Project Impact

The Fund monitors a set of standard quantitative and qualitative Key Performance Indicators (KPIs) for all projects. If your business is selected for Fund support, you will have to report on these KPIs regularly to the Fund. In the table below (H1), you are asked to provide estimates of the quantitative KPIs for your project.

The Mastercard Foundation, through the Fund, is committed to improving the lives of people living in poverty and believes that financial education and access to financial services can be used to improve the lives of people living in rural and agricultural areas. The Fund seeks to channel direct support to private sector organizations with projects that have developmental benefits, such as increased incomes, enhanced agricultural production or wider social benefits, for large numbers of rural people. Please fill in the qualitative information in the following sections (H2 – H6) thoughtfully, noting that a high degree of weighting in the assessment criteria will be applied in judging these aspects.

Please provide estimates of what your project is expected to achieve. **The specifics of the targets are outlined in the table below.**

It is important to note that we are looking for numbers that address only the Mastercard Foundation Fund for Rural Prosperity project. As the project is only one part of your organization’s operations, you will need to separate out the KPIs that are just related to the Fund project.

In rare cases, the Fund project and your business will be one and the same (this is sometimes the case for smaller companies). In this case, the KPIs will be the same both for the business and the Fund project.

It may help you to complete the narrative sections H4 to H6 before filling in this table, especially for the development indicators.

The Mastercard Foundation Fund for Rural Prosperity will monitor standard Key Performance Indicators (KPIs) for all its projects. Please provide estimates of what targets your project is expected to achieve by the end of the first, second and third year of the Fund project. In the narrative sections following the table, you are asked to provide some additional descriptions on the development and environmental impacts of your project. Please note that the figures provided in this section should be year on year.				
	<b>Baseline Year (i.e. at time of application)</b>	<b>Target Year 1</b>	<b>Target Year 2</b>	<b>Target Year 3</b>
<b>H1</b>	<b>Financial Performance (US\$)</b>			
<b>Turnover</b>	US\$0	US\$0	US\$0	US\$0
The turnover should be specific to the project's product(s)/service(s), not the overall organization.				
<b>Operating expenses</b>	US\$0	US\$0	US\$0	US\$0
Operating expenses should be specific to the project's product(s)/service(s), not the overall organization.				
<b>Operating profit (EBITDA)</b>	US\$0	US\$0	US\$0	US\$0
EBITDA means <u>earnings before interest, tax, depreciation and amortisation</u> . We ask for this as an indicator of profitability across all of the Mastercard Foundation Fund for Rural Prosperity’s funded companies. The				



reason we ask for EBITDA as opposed to other measures of profitability is because rates for interest, tax, depreciation and amortisation may differ from country to country.				
<b>Net Profit</b>	US\$0	US\$0	US\$0	US\$0
The net profit should be specific to the project's product(s)/service(s), not the overall organization.				
<b>Capital Expenditure</b>				
Capital expenditure should be specific to the project's product(s)/service(s), not the overall organization.				
Other metric, Please specify:				
If you think there is another metric that would be appropriate to measure the financial performance of your project, please add such metric in the box provided above. An example of such a metric could be the Capital Adequacy Ratio applicable to regulated financial organizations.				
<b>Development Impact Indicators - Commercial</b>				
Number of financial products launched				
Average change in production output derived from uptake of financial product/service per customer per year (kg)	US\$0	US\$0	US\$0	US\$0
Gross margin per product				
Value of financial product launched				
Number of jobs created within the organization				
Percentage jobs created for women	0%	0%	0%	0%
Please try to estimate what percentage of the jobs will be for women.				
Percentage jobs created for youth (under 35 years of age)	0%	0%	0%	0%
Please try to estimate what percentage of the jobs will be for youth.				
Number of customers signed up to the new financial product/service				
Number of active customers				
Percentage of active customers who are female	0%	0%	0%	0%
Percentage of active customers who are youth	0%	0%	0%	0%



(under 35 years of age)				
Development Impact Indicators – End Beneficiaries				
Change in production / output per customer derived from uptake of financial product/service per customer per year (kg)				
Change in net income per customer derived from uptake of financial product/service per customer per year	US\$0	US\$0	US\$0	US\$0
Average cost saving per customer derived from uptake of financial product/service per customer per year	US\$0	US\$0	US\$0	US\$0
Number of customers participating in capacity building interventions				

H2 - Employment Creation	
	<p><b>Please describe any new jobs that will be directly created in your organization. Please distinguish between (i) skilled and unskilled labour; and (ii) full-time jobs and part-time jobs. (Max 1000 characters)</b></p> <p>Will your project require you to hire more staff in your organization? Please describe the types of jobs that will be created over the period of the project. How much of the Fund support will be used for this wage bill? Please explain how you will continue to finance these positions once Fund support comes to an end.</p>

H3 - Development Impact – Customers	
	<p><b>Provide a description of the rural customers you intend to reach through the project. Include a justification for the target numbers. (Max 1250 characters)</b></p> <p>In this section, you should describe how your project will impact poor rural people directly (not counting jobs created in your organization which was covered in the section above). How will people benefit from your project? How many rural customers will benefit? Who are they? What are their main sources of income? What is their average annual income today? Please demonstrate how you have come up with and justify your numbers that you have included in H1.</p> <p>Please note that the end beneficiaries of your project are, for example, smallholder farmers, SMEs and rural residents, and in the case of credit products, customers are defined as entities borrowing less than US\$10,000.</p>
	<p><b>What is the usage of your product or service by the customers and what are the key drivers? Please indicate the usage of your product or service as a benefit per customer in</b></p>



	<i>monetary terms, either through an increase in income or a decrease in costs by comparing the before your product/service and after your product/service scenarios. (Max 1250 characters)</i>
	In this section, you should describe how the users of your product will benefit from using it. Will it increase their income? Reduce their costs? If you are providing more than one product or service please try and answer the question for all the products or services.

<b>H4 - Gender and Youth Considerations</b>	
	<b>How will women benefit from your product or service?</b> <i>(Max 1000 characters)</i>
	The Fund encourages projects that promote gender sensitive strategies, as we recognise that households and communities are stronger when there is gender equity in economic opportunities. Please articulate how your organization intends to take this into account in terms of both employment and as beneficiaries of your product or service.
	<b>How will youth benefit from your product or service?</b> <i>(Max 1000 characters)</i>
	The Fund considers youth to be aged 35 years and under. Please describe how your business idea will impact youth and/or encourage financial inclusion for youth.

<b>H5 - Potential Wider Development Impacts</b>	
	<b>Describe the impact your project has had in your industry and the projected impact in the new market.</b> <i>(Max 1500 characters)</i>
	We are interested in seeing if the access to rural financial services where you operate will change as a result of your project. Please tell us how you believe this will happen. If successful, is it likely that your business idea will be replicated elsewhere and by others to make an even bigger impact?
	<b>What long term market effects are expected in the market? What do you expect may happen to your competitors?</b> <i>(Max 1000 characters)</i>
	Will your business idea “crowd out” i.e. encourage exits by any market players? An example of this would be informal credit providers seeing demand decrease as a result of formal credit being available.

<b>H6 - Environmental Impact</b>	
	<b>How do you intend to address environmental and social risks in your project?</b> <i>(Max 500 characters)</i>
	What are the potential environmental and/or social risks? How are you planning to mitigate the risks?
	<b>Environmental risks:</b> Please provide a description of any potential environmental risks of the business idea and how these will be mitigated. For example, there may be cases in which a project requires large scale clearance of natural vegetation that could potentially have adverse effects on the environment.  <b>Social risks:</b> Provide a description of any potential social risks of the business idea and how these will be mitigated. Examples of social risk could include the potential food insecurity arising from changes in the use of arable land, or social unrest as a result of displacement of people. Supply chains are also important here, for example ensuring there has been no child labour or poor working conditions involved in supply of your imported products. Please consider whether there can be anyone potentially worse off as a result of the project, and how you could mitigate against this.

## Risks and Assumptions

Please describe the key risks and assumptions with respect to your project and how you intend to mitigate or reduce the potential impact of these risks.

In the table provided below, please list the risks, state how important (impact) you think each risk is (low, medium, high), what the probability is of each risk occurring (low, medium, high) and then explain how you intend to reduce the risk to your business (mitigation strategies).



NOTE: The Mastercard Foundation Fund for Rural Prosperity encourages innovative projects. What matters is that you have identified the potential risks and have/will put plans in place to try and manage these risks.

I1	Risks and Assumptions	Impact (L, M, H)	Probability of Risk Occurring (L, M, H)	Mitigation Strategies
<b>Risks and Assumptions</b>				
Risks here may relate to the market, operating environment, supply chain, etc. For example, the introduction of new VAT regulations; the evolution of the market; new competing products/services; etc.				
1		L	L	
2		L	L	
3		L	L	
4		L	L	
5		L	L	

### Other Information

<b>J1 - Please provide any additional relevant information not included in other sections. (Max 1250 characters)</b>	
	Please use this section only in case you wish to include any information that you feel has not been covered elsewhere in this application.

Your application will only be considered if you click the box below – you must accept Fund for Rural Prosperity General Terms and Conditions, which you will have read during the online registration process, and which are also available as a separate document.

<input type="checkbox"/>	Please click this box to indicate that you have <i>read</i> and <i>accept</i> the <b>Mastercard Foundation Fund for Rural Prosperity General Terms and Conditions</b>
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How did you hear about the Mastercard Foundation Fund for Rural Prosperity?	Please select
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