

# Annex I Impact Cluster Project Proposal

1. Action plan
2. Project phases
3. Policy contribution and impact
4. Partnership
5. Financial
6. Corporate Social Responsibility (CSR)
7. **Action Plan**

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| 1. Which activity or activities does the project focus on?   improving knowledge, expertise or technology  creating direct or indirect sustainable long-term jobs  improving local enterprises’ business cases  promoting the creation of new enterprises  Explain below |
| Note: The subsidy programme aims to contribute to sustainable private sector development in developing countries through international knowledge, skills and technology.  The target group includes local businesses and local startups. The impact cluster's activities should create direct or indirect sustainable long-term jobs. Activities should also improve business cases by improving knowledge, expertise or technology. The impact clusters will use the participating businesses' long-term strategic ambitions to achieve this. |
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| 1. Describe the local situation you want to improve through the project's focus activities (question 1).   What are the obstacles or missed opportunities the local private sector faces? How have these obstacles or missed opportunities been identified?  How can the activities help remove these obstacles? If the activities take place in several countries, please explain why.  Who are the most important local and other stakeholders in this sector? Who benefits most from the current system?  What impact will the project generate in the long term? How does this affect the identified stakeholders?  Provide a schematic description of the 'Theory of Change' in Annex 2. |
| Note: Activities should aim to improve an underdeveloped sector in the project country.  If activities take place in more than one country, explain why. Projects in multiple countries are only possible if they are more efficient and effective than projects within national borders. |
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| 1. Describe the project's target group.  Explain the target group's needs for the impact cluster's knowledge, expertise or technology. |
| Note: The Impact Clusters programme supports private-sector development in developing countries. Target groups include local SMEs, farmers and local organisations, such as knowledge institutes and public authorities within a sector or subsector. |
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1. **Project phases**

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| 1. Describe the project's specific activities using the form below, divided into the inception and follow-up project phases. Distinguish the main activities within the following results modules:  * Coordination * Studies * Demonstrations * Knowledge transfer * Communication |
| Note: Results modules include activities with associated sub-results. Also, mention these activities in Annex IV Project Budget Calculation Tool.  An Impact Cluster project may consist of an inception phase. Activities in this phase examine the feasibility, usefulness and necessity of follow-up activities. For example, developing the business case (financial viability) for in-depth research into the problems and needs of the local private sector.  Also, the inception phase can be used to develop or add to the following documents (if applicable):   * CSR plans of the individual project partners * CSR policy of the Impact Cluster project, * Integrity policy of the project partners, * further elaboration of the cooperation agreement, and so on.   Clarify follow-up activities, sub-results and Means of Verification (MoV) for each year. Means of Verification are documents used to verify sub-results.  The activities listed in Annex III Project Budget Calculation Tool should align with the tables below. The following tables are the basis for detailed project monitoring during the implementation phase. |
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| **Inception phase**  **(if applicable)** | |  | **Start and end date** | Click or tap here to enter date. |
|  | |  |  |  |
| **Activity** | | **Sub-result (KPI)** | **Means of Verification** | **Lead partner per activity** |
|  |  | |  |  |
| Results module coordination | | |  |  |
| 1. | 1.1 | | 1.1.1 | 1.1.1.1 |
| 2. | 2.1  2.2  And so on | | 2.1.1  2.2.1  2.2.2  And so on | 2.1.1.1 |
| Results module studies |  | |  |  |
| 3. |  | | 3.1.1 |  |
|  |  | | 4.1.1 |  |
| Results module demonstrations | | |  |  |
| 5. | 5.1  5.2 | | 5.1.1  5.2.1. |  |
| Results module knowledge transfer | | |  |  |
| 6. | 6.1  6.2 | | And so on |  |
| Results module communication | | |  |  |
| 7. | 7.1 | | And so on |  |

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| **(remainder) Year 1** | |  | **Start and end date** | Click or tap here to enter date. |
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| **Activity** | | **Sub-result (KPI)** | **Means of Verification** | **Lead partner per activity** |
|  | | |  |  |
| Results module coordination | | |  |  |
| 8. | 8.1  8.2 | | 8.1.1  8.2.1 |  |
| 9. | 9.1 | | 9.1.1 |  |
| Results module studies | | |  |  |
| 10. |  | |  |  |
| 11. |  | |  |  |
| Results module demonstrations | | | | |
| 12. |  | |  |  |
| Results module knowledge transfer | | | | |
| And so on | And so on | | And so on |  |
| Results module communication | | | | |
| And so on | And so on | | And so on |  |

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| **Year 2** | |  | **Start and end date** | Click or tap here to enter date. |
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| **Activity** | | **Sub-result (KPI)** | **Means of Verification** | **Lead partner per activity** |
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| Results module coordination | | |  |  |
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| Results module studies | | | | |
|  |  | |  |  |
| Results module demonstrations | | | | |
|  |  | |  |  |
| Results module knowledge transfer | | | | |
|  |  | |  |  |
| Results module communication | | | | |

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| **Year 3** | |  | **Start and end date** | Click or tap here to enter date. |
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| **Activity** | | **Sub-result (KPI)** | **Means of Verification** | **Lead partner per activity** |
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| Results module coordination | | | | |
|  |  | |  |  |
| Results module studies | | | | |
|  |  | |  |  |
| Results module demonstrations | | | | |
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| Results module knowledge transfer | | | | |
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| Results module communication | | | | |

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| **Year 4**  **(if applicable)** | |  | **Start and end date** | Click or tap here to enter date. |
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| **Activity** | | **Sub-result (KPI)** | **Means of Verification** | **Lead partner per activity** |
|  | | | | |
| Results module coordination | | | | |
|  |  | |  |  |
| Results module studies | | | | |
|  |  | |  |  |
| Results module demonstrations | | | | |
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| Results module knowledge transfer | | | | |
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| Results module communication | | | | |

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| 1. Will applicants and other actors carry out similar activities in the target country?   Briefly explain your answer. If so:  How do the proposed activities in your project relate to existing, comparable activities in the country?  To what extent are the proposed activities extra or different? |
| Note: The activities supplement existing activities aimed at developing the local private sector. |
| Click or tap here to enter text. |

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| 1. Describe the project's intended new situation or expected result.   How will the local private sector change?  How will the project continue contributing to the new technology, expertise or approach and be shared after the project ends?  What is the long-term business case for the target group? |
| Note: A permanent basis is provided for project capacity building. |
| Click or tap here to enter text. |

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| 1. Monitoring and Evaluation   Describe how you will monitor the project's progress.  Who is responsible for monitoring which results and sub-results?  Describe how much your project will contribute to the indicators in the Table of Indicators.  Add project-specific indicators to the table in Annex 3.  Also, incorporate these indicators (KPIs) as much as possible in *Table 4. Project phases.*  Describe how you will monitor the Theory of Change (Annex 2). |
| Note: The cluster must submit an annual activity and financial report to monitor the project's progress and make timely adjustments. The report must include a preliminary assessment of the objectives, activities, initial results, CSR progress, and an evaluation of the assumptions in the Theory of Change.  Describe and, where possible, explain, the activities' results with quantitative data. Based on the insights in these reports, the intended activities and Theory of Change may need adjusting during the project.  Where necessary and possible, carry out a baseline measurement (baseline situation). This measurement may include references to existing information or in-depth research on the sector's baseline situation. Examples may include productivity data of entrepreneurs in the sector, specific training needs, and so on. These in-depth studies are an integral part of the project activities in Table 4. Project phases. |
| Click or tap here to enter text. |

1. **Policy contribution and impact**

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| 1. How do the cluster's activities align with the local private sector development policy priorities of the Embassy of the Kingdom of the Netherlands in the country in question? |
| Note: This project should contribute to and be necessary for achieving the private sector development objectives of the Embassy responsible for the country in question. The project should align with the local policy priorities listed on [rvo.nl/impactclusters](http://www.rvo.nl/impactclusters). |
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| 1. Do you foresee commercial and/or political risks resulting from this project? If so, identify and explain the nature of those risks. What measures will you take to avoid commercial and/or political risks? |
| Note: Adequate risk management consisting of adequate risk analysis and adequate mitigating measures is in place. |
| Click or tap here to enter text. |

1. **Partnership**

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| 1. What are the project's short and long-term importance to each participating organisation/enterprise? |
| Note: Besides the project's importance to partners within the project period, there are also long-term strategy and long-term market opportunities for partners. |
| Click or tap here to enter text. |

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| 1. Describe each partner's new and/or existing knowledge, technology and/or approach to the project.   Also, give details explaining the extent to which each partner has enough expertise and the organisational and financial capacity to carry out the project successfully. |
| Note: All the partners must be necessary to achieve the activities' goals. The partners must have relevant expertise and the organisational and financial capacity to achieve the project objectives. |
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| 1. Describe the division of roles within the impact cluster.   Describe how the alignment between project partners' activities will be coordinated.  Describe how the project partners can strengthen each other during the project.  Describe how decision-making takes place.  Describe the mutual agreements on financing the project: distributing the subsidy, financing the individual contribution, taking financial setbacks, and financial accountability. |
| Note: A cooperation agreement is the basis of this cooperation. You may refine the cooperation agreement during the project as and when is necessary. Good cooperation and communication between the project partners are essential for the project's to succeed.  Project partners will have a joint meeting with the RVO advisor at least once a year. |
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| 1. Describe how you have organised the project's local safeguarding arrangements. |
| Note: Good local safeguarding arrangements are essential for the project's chance of success. |
| Click or tap here to enter text. |

1. **Financial**

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| 1. Explain the budget in further detail in Annex 4 Project Calculation Tool |
| Note: The project budget is reasonable and feasible. |
| Click or tap here to enter text. |

1. **Corporate Social Responsibility (CSR)**

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| 1. Indicate the social and environmental risks that are most applicable to your project using the [CSR Risk Check](https://www.mvorisicochecker.nl/en) tool. What actions will you take to avoid or reduce these risks? |
| Note:  Companies in the impact cluster must have or develop and implement a CSR policy by the end of the project. We also expect impact cluster projects to fulfil an exemplary role in CSR in their sector, with positive and no adverse impact from project activities. The risk analysis should focus on the CSR risks of the project activities and measures to reduce these.  The risk analysis should be based on the OECD guideline principles. Identify the risks for each of the 9 principles in the OECD guidelines. Also, include risks with a medium or low likelihood/level of impact.  Complete the ICSR risk analysis form below. |

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| **Theme** | **Identified risks** | **Likelihood**  Low, Medium, High | **Level of Impact** Low, Medium, High | **Risk mitigation activities** | **Responsible partner** |
| Human rights | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |
| Employment and industrial relations |  |  |  |  |  |
| Living wage |  |  |  |  |  |
| Child labour |  |  |  |  |  |
| Environment |  |  |  |  |  |
| Combatting bribery, bribe solicitation and extortion within partner organisations and contacts outside the partnership |  |  |  |  |  |
| (Sexual) Misbehaviour by project staff[[1]](#footnote-1) |  |  |  |  |  |
| Consumer interests |  |  |  |  |  |
| Science and technology |  |  |  |  |  |
| Competition |  |  |  |  |  |
| Taxation |  |  |  |  |  |
| Animal welfare[[2]](#footnote-2) |  |  |  |  |  |
| Other CSR themes, if applicable |  |  |  |  |  |

1. Partners must make provable efforts to prevent sexual and other misbehaviour and severe inappropriate behaviour towards employees and others when carrying out the proposed activities. If such incidents occur, they should act as quickly as possible to end the misbehaviour or inappropriate behaviour and limit its consequences. [↑](#footnote-ref-1)
2. Only where applicable to the project. All projects involving live animals must include this theme. [↑](#footnote-ref-2)