



P4G Partnership Fund

Guidelines for Applicants

Version November 30, 2018

**P4G Partnership Fund - Concept Note Stage
Guidelines for Applicants**

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Abbreviations

P4G	Partnering for Green Growth and the Global Goals 2030
SDGs	Sustainable Development Goals

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1 General Guidelines

P4G offers financial support and targeted assistance to select public-private partnerships that are advancing innovative strategies to achieve the following five Sustainable Development Goals:

- SDG 2 Food Security and Sustainable Agriculture
- SDG 6 Water and Sanitation
- SDG 7 Clean Energy
- SDG 11 Sustainable Cities
- SDG 12 Sustainable Consumption and Production (circular economy)

P4G accelerates progress in the SDGs by supporting partnerships that transform key economic systems to drive the green growth transition. These innovative partnerships have the potential to grow and be replicated on a global scale. P4G also helps engage leaders in these systems to create enabling conditions that drive this green transition.

P4G partnerships consist of both commercial and non-commercial partners (see definition in [Eligibility Criteria](#) below) that develop and implement a concept together that would not be possible without cross-sector collaboration. P4G supports the development of partnerships that would not function effectively or exist without P4G facilitation, network support, and funding.

The intended outcomes of the partnership must be for the benefit of 150 qualifying developing countries based on the Organisation for Economic Co-operation and Development's Development Assistance Committee List of countries eligible to receive official development assistance (ODA). See the list that will govern ODA flows in 2018–2020 at <http://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/daclist.htm>.

2 Description of P4G Partnership Support

P4G will provide funding only to partnerships in the start-up and scale-up phases of development and growth.

- **Start-up:** Promising, early-stage partnerships that need support to consolidate the partnership or test the feasibility of innovative approaches.
- **Scale-up:** Partnerships that are already engaged in promising, business-driven green growth innovations and need support to scale up and accelerate their impact.

Partnerships in the start-up phase may apply for up to **USD 100,000**. P4G funding should represent a **maximum of 75 percent** of the partnership's budget. Partnerships in the scale-up phase may apply for up to **USD 1 million**, with P4G funding a **maximum of 50 percent** of the partnership's budget. P4G funding is for a period of **one to two years**, depending on the needs of the partnership.

P4G also supports partnerships with facilitation and recognition. This may include convening investors, businesses, and governments around new business models, connecting the partnership to government stakeholders to advocate for policies that enable favorable market conditions, matching known solutions to new market opportunities, and highlighting the partnership at global events. See the [P4G website](#) for examples of how P4G supports partnerships.

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Each partnership must designate an administrative partner to be contractually responsible for P4G funding. [Table 1](#) in [Appendix 2](#) provides preliminary information on what types of organizations can serve as administrative partners for P4G awards.

[Tables 2](#) and [3](#) in [Appendix 2](#) outline eligible uses for P4G funds and guidelines for the cost share requirement (information subject to change).

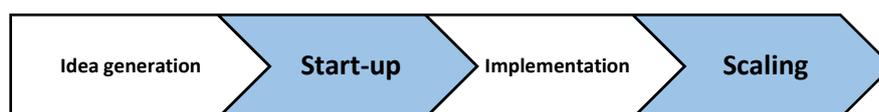
A partnership cannot receive funds more than once during the same funding round. Additional funding may be provided to the same partnership on future funding rounds only one additional time, pending P4G's evaluation of the partnership progress.

3 Eligibility Criteria

1. **Primary SDG Focus:** Partnership activities must focus on one or more of P4G's five target SDGs: SDG 2 Food Security and Sustainable Agriculture, SDG 6 Water and Sanitation, SDG 7 Clean Energy, SDG 11 Sustainable Cities, and SDG 12 Sustainable Consumption and Production (circular economy). See complete list of SDGs at <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>.
2. **Country Focus:** Partnership activities must benefit one or more of the 150 developing countries eligible for P4G funding. See list of eligible countries at <http://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/daclist.htm>.
3. **Partners:** The partnership must include at least one commercial partner (a business or group of businesses committed to responsible business conduct by integrating human rights, labor rights, environmental concerns, and anti-corruption concerns into their operations and core strategies) and at least one non-commercial partner (non-governmental organizations, civil society, business member organizations, trade unions, or others that operate on a non-profit basis). See [Appendix 2](#) for additional information on the types of organizations that are [eligible](#). The administrative partner (the contractual recipient of P4G funds) must be a legally registered non-commercial entity.
4. **Additionality:** The partnership must propose work that is "additional" to what is already happening or what would naturally happen in the marketplace. For example, P4G funding should be "additional" to traditional commercial business development (i.e. expansion of a core business offering), as well as "additional" to traditional international development (i.e. programming that bilateral and multilateral funders typically cover), and therefore should not be used for either type of activity nor should the partnership be primarily focused on either type of activity.
5. **Market Potential:** The partnership must be designed to overcome financial, institutional, operational, or other critical barriers to meeting the SDGs with an innovative, scalable, and commercially viable solution.

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6. **Start-up or Scale-up:** Partnerships must be in either the start-up or the scale-up phase of development. P4G only supports projects in the start-up and scale-up phase within the context of four basic phases of partnership/project development: concept, research and development, and pilot phase; start-up phase; implementation phase; and scale-up or replication phase.



4 Evaluation Criteria

All evaluation criteria are related to the following five key characteristics of a P4G Partnership (for further reading on key characteristics of successful SDG related Public Private Partnerships please see the article [“Partnerships for Sustainable Development,”](#) Jane Nelson, 2017):

1. **Relevance:** Promotes market-based solutions to one or more of our five SDG sector areas
2. **Innovation and Growth:** Addresses barriers that must be overcome to accelerate commercially viable means of accomplishing the SDGs
3. **Impact:** Contributes to systems change that will advance overall green economic growth with commercially viable and replicable business models
4. **Implementation:** Has the capacity to succeed
5. **Value-Add:** Brings together innovative constellations of private sector, public sector, and government organizations tackling global challenges through market-driven approaches.

Partnerships will be evaluated and ranked on the following criteria:

1. **Market Need:** The extent to which the partnership is addressing a significant gap in the market
 - To what extent has the partnership identified a target market?
 - How clearly has the partnership described the key issues, problems or barriers that prevent a commercially viable solution aligned with the relevant SDGs from entering the marketplace?
2. **Goals:** The extent to which the goals are relevant and impactful
 - How relevant are the goals and sub-goals to both the problem and the suggested solutions?
 - How clear and consistent are the goals?
 - To what extent will achieving the partnership’s goals lead to positive, measurable progress toward the relevant SDGs?
3. **Effectiveness of the Model:** The likelihood that the proposed model/approach can deliver a commercially viable solution aligned with the relevant SDGs and the strength of the strategy to grow and replicate

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- To what extent is the model innovative (see [definition](#) below) while also having an approach that seems feasible? For financial instruments: how realistic and sound are the instruments and structures?
 - How likely is the partnership's model/approach to lower the market barriers that the partnership has identified?
 - How likely will the identified model/approach deliver a commercially viable solution within the marketplace?
 - How strong is the strategy and ability to grow, replicate, and scale?
4. **Work Plan and Implementation Strategy:** The likelihood that the workplan will produce the identified goals
- How reasonable is the timeline for completing the activities and achieving the deliverables in the workplan?
 - How likely are the activities, deliverables, and workplan to produce the identified goals?
5. **Budget and Financial Plan:** The level of sustainability of the partnership's funding model
- How well is the budget aligned to the workplan and timeline?
 - How reasonable is the budget for accomplishing the desired results?
 - For pre-commercial ventures: how realistic is the plan to get to commercial operation, or to directly enable significant commercial investment?
 - For commercial ventures: how realistic and viable are the revenue streams?
6. **Partners' Capability:** The strength of the partners' capacity to execute the proposed model/approach
- How well can the partners execute the model?
 - What is the partners' experience in implementing change in the relevant sector, market segment, and geography?
 - Does the partnership's structure and history/precedent indicate that they can function effectively as a collective and execute on plans?
7. **Value Add of P4G:**
- To what extent would P4G facilitation and funding help this partnership to achieve its goals?
8. **Risk:** (*Note: partnerships that move to the finalist stage will be asked to submit a detailed risk analysis in the second phase of the application process. Risk analysis is not required in the first stage of the application process.*) The thoroughness of the risks evaluation and the strength of the risk mitigation plan
- How thoroughly defined and comprehensive are the risks in the following areas:
 - ✓ Human capital
 - ✓ Technological
 - ✓ Process
 - ✓ Political
 - ✓ Legal
 - ✓ Economic
 - Do the risk mitigation measures defined by the partnership provide reasonable assurance that the relevant risks are manageable?

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5 Evaluation Process

P4G will review each complete application according to the [eligibility](#) and [evaluation criteria](#). P4G will also engage a consultant to independently score all shortlisted applications. Finalists will be requested to submit additional information (previewed in [Appendix 3](#)) to further inform the selection process. Scale-up finalists will be interviewed by P4G and an independent investment advisor consultant. Final decisions will be made by P4G and its board.

6 Partnership Application

To apply, first carefully read these guidelines and P4G's [eligibility criteria](#), then complete the [screening questions](#) found on the P4G website to determine your eligibility.

If your partnership meets the basic eligibility screening, you will be directed to the online application form so that your partnership can be considered for funding and facilitation support.

All applications should be submitted in English. All word limits should be strictly followed. Any applications submitted in another language or exceeding any of the word limits will not be considered.

Successful applicants will then pass to the next stage as finalists. Finalists will be required to submit additional information (see [Appendix 3](#) for details).

For additional information on how to complete each section of the Partnership Application, see the links in [Appendix 1](#), below.

7 Timeline

Start-up Partnerships:

- **November 30, 2018–February 15, 2019:** Submission period for online applications for both Start-up and Scale-up partnerships
- **February–May 2019:** Assessment of Start-up and Scale-up applications
- **May–June 2019:** Start-up Finalists will be asked to provide additional information
- **July–August 2019:** Evaluation and announcement of Start-up partnership funding

Scale-up Partnerships:

- **November 30, 2018–February 15, 2019:** Submission period for online applications for both Start-up and Scale-up partnerships
- **February–May 2019:** Assessment of Start-up and Scale-up applications
- **May–July 2019:** Scale-up finalists will be asked to submit a detailed proposal
- **July–August 2019:** Scale-up finalist interviews and evaluation by independent investment advisor
- **September 2019:** Announcement of scale-up funding recipients at P4G annual event

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8 Definitions

- **Innovation:** P4G defines innovative partnerships as those that demonstrate the ability to address barriers to private sector entrants that are not yet being addressed by the market, or partnerships that will improve other approaches for the same purpose.
- **Additional:** Ensure that your partnership is proposing work that is “additional” to what is already happening or what would naturally happen in the marketplace. For example, P4G funding should be “additional” to commercial business development (i.e. expansion of a core business offering), as well as being “additional” to international development (i.e. programming that bilateral and multilateral funders typically cover).
- **Value-Add:** In addition to funding, P4G’s facilitation model adds value by helping partnerships pitch their projects to investors, learn about industry best practices, network with business and government leaders, lay the groundwork for replication and scaling of partnership activities, and engage with our partner organizations, national platforms, and other partnerships. Please refer to our website to have a greater understanding of our partnership facilitation tools.
- **Communities of Excellence:** groups of P4G partnerships that address similar problems. P4G convenes each group to share experience, learn from one another, and maximize their impacts. Among the 2018 Partnership Finalists, P4G has identified Communities of Excellence focused on sustainable industrial parks, clean energy access finance models, food and agriculture, and circular plastics economy.
- **Goals:** the highest-level desired end results or impacts (transformation, sustainability, livelihood, well-being, etc.) to which the project contributes. In other words, it is the project’s ultimate objective.
- **Sub-Goals:** the necessary stepping-stones, interim objectives, and work streams necessary to accomplish the overarching goal or goals of the partnership.
- **Activities:** actions through which inputs (financial, human, technical, material, and time resources) are mobilized to produce the deliverables (studies, training, constructing, etc.) of a project for which staff can be held accountable and which, when aggregated, produce outputs.
- **Outputs:** tangible deliverables resulting from project activities. They include products, goods, services, and changes (e.g. people trained with increased knowledge and skill; quality roads built) that aggregate and contribute to outcomes.
- **Outcomes:** what the project expects to accomplish at the beneficiary level (e.g. use of knowledge and skills in actual practice over time; transportation of goods on constructed roads over time) and contribute to population-level changes (reduced malnutrition, improved incomes, improved yields, etc.) that aggregate and help bring about accomplishment of goals and impact over time.

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Appendix 1 – Partnership Application Questions

[Screening Questions](#)

[Partnership Application Questions](#)

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Appendix 2 – Guidelines for Use of P4G Funds

Table 1. Organizations Allowed to Act as Administrative Partner and to Receive P4G Funds from Administrative Partner

Type of Organization	Allowed to manage P4G funds as administrative partner?	Allowed to receive P4G funds from administrative partner?*
Non-profit Organization, Including Business Associations	Yes	Yes
Non-profit Organization Located in Non-DAC List Country	Yes	Yes
P4G Board Members: Country and Corporate Partners	No	No
P4G Managing Partner: WRI	No	No
P4G Board Members: Organizational Partner (Excludes WRI)	No	Yes, by exception on a case-by-case basis
P4G National Platform	No	Yes, by exception on a case-by-case basis
For-profit Organization (Including B-corporations), Not on P4G Board	No	Yes, by exception on a case-by-case basis
Multilateral Government Organization	No	No
Non-legally Registered Partner	No	No
Academic Institution	No	Yes
Public Institution, Including Municipally-owned Entity, Publicly-owned Utilities	No	Yes

**Note:* Applicants should include information in the budget document and budget narrative about how funds awarded to the administrative partner will be disbursed to other organizations.

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The information in this section serves as reference only. Final details will be provided to partnerships selected as finalists.

Table 2. Eligible and Non-eligible Expenses

Eligible Expenses	Non-eligible Expenses
<p><i>Expenses that will directly benefit the partnership</i></p> <ul style="list-style-type: none"> • Activities of the non-commercial partners (staff, travel, other) • External consultants and service providers • Communication costs • General and administrative (G&A) expenses. As a guide, 7% maximum of the total funding (to be defined by partnerships) • Audits, as required in the funding agreement for scale-up partnerships (audits for start-up partnerships will not be required) 	<ul style="list-style-type: none"> • Expenses associated with purchasing land, buildings, or infrastructure • Product development in the private domain • Salary expenses for commercial partners (but they can be presented as in-kind contribution) • Direct subsidy of a financial mechanism (i.e. de-risking) or fund, unless given a waiver due to overwhelming public good • Consulting fees above the at-cost rate • Travel expenses of commercial partners • Commercial partner equipment expenses • Equipment costs of non-commercial partner

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Table 3. Eligible and Non-eligible Cost Share

Details of expected cost share should be included in the budget narrative and financial reporting. P4G requires that expenses tracked as cost share be expended and reported during the same budget period as the P4G partnership funding.

Eligible as Cost Share	Non-eligible as Cost Share
<p><i>Contributed in support of the partnership's activities described in the application</i></p> <ul style="list-style-type: none"> • Salary expenses of commercial and non-commercial partners (not already funded by P4G) • Travel and other non-salary expenses of commercial partners • Other donor funds • Contribution by commercial partner for equipment and products 	<ul style="list-style-type: none"> • Land, buildings, and infrastructure that are passive assets

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Appendix 3 – Requirements for Finalists and Selected Partnerships

The information in this section is preliminary and serves as reference only. Final details will be provided to partnerships selected as finalists.

Additional Information to be Required from Finalists

P4G will ask for additional information from finalists to inform the selection process, which may include the following:

- More detailed partnership proposal, using the form to be provided
- Risk analysis
- Key partnership staff
- Impact metrics to be tracked for Monitoring and Evaluation, using the Excel file to be provided
- Documentation of the partnership (partnership agreement or letter of commitment signed by partners, memorandum of understanding, or similar)
- Evidence of relevant government acknowledgement and endorsement of the partnership's activities if government is not a member of the partnership. May be documented via email, letter, or other form of legal or non-binding agreement, from any level of government (national to local) that is pertinent to the operating parameters of the partnership

To finalize the funding agreement, the administrative partner will be required to submit additional documentation, including financial statements and information about the organization's governance policies and financial controls. More information will be provided together with the funding agreement template.

Requirements for Partnerships Selected for Funding

Funding Agreement: To receive funding, the administrative partner will sign the funding agreement on behalf of the partnership. The funding agreement language will be provided to finalists in advance for review.

Financial Reporting: Funded P4G Partnerships will be required to report quarterly on partnership expenses against the approved budget. Applicants will need to include cost share in their budget submittal for this proposal and will also be required to report cost share contribution with their regular financial reporting. Partnerships that do not demonstrate cost share for each reporting period will not receive additional funding. An audit of partnership funding will also be required for scale-up partnerships (details will be included in the funding agreement).

Activity and Progress Reporting: Funded P4G Partnerships will be required to report on their activities and progress in line with the stated workplan and milestones. The quarterly progress reporting period aligns with the financial reporting period described above.

Impact Reporting: Funded P4G Partnerships will be required to submit a monitoring and evaluation report documenting progress towards the partnership's stated goals and SDG targets following each calendar year and at the end of funded partnership activities.

Annual P4G Meetings: Partnerships should plan on and budget for attending and presenting at P4G's annual meeting or biennial summit each year for the term of the funding agreement. Each

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partnership will be expected to present its systems change value proposition, methodology, key outcomes to date, and future plans.

Promotion: P4G Partnerships agree to participate in P4G promotional activities, which may include featuring the partnership in news releases and webinar presentations, and on the P4G website and social media. P4G will also request the partnership to provide images that represent the work of the partnership that can be used in promotional activities about the work of P4G.

P4G Impact Network: Following the funding period, P4G expects partnerships to continue providing impact updates on an annual basis. These updates may be in the form of an email to P4G highlighting the partnership's progress.

Disbursement of P4G Funding

- Disbursement amounts will be informed by the workplan and budget submitted.
- The initial installment of funding will be paid to the administrative partner after the administrative partner returns the countersigned funding agreement and other required documentation. The amount of the initial installment will be confirmed in the funding agreement.
- P4G funding will be disbursed following each quarterly report over the one- to two-year funding period.
- Ten percent (10%) of the funding amount will be held until final reports have been submitted and accepted by the P4G Global Hub.