



**P4G Partnership Fund – 2020 Funding Cycle**

Guidelines for Applicants

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## **P4G Partnership Fund - 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 UN Sustainable Development Goals (SDGs):

- SDG 2 Food Security and Sustainable Agriculture
- SDG 6 Water and Sanitation
- SDG 7 Clean Energy
- SDG 11 Sustainable Cities and Communities
- SDG 12 Responsible 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 support this growth.

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 succeed or scale their model of change as rapidly without P4G network support, acceleration, and funding.

In most cases, the intended outcomes of the partnership must be for the benefit of P4G partner countries eligible to receive official development assistance (ODA) according to the Organisation for Economic Co-operation and Development's Development Assistance Committee. 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>. For the 2020 funding cycle, ODA-eligible P4G partner countries are: **Bangladesh, Colombia, Ethiopia, Indonesia, Kenya, Mexico, South Africa, and Vietnam**. P4G will also consider exceptional scale-up partnership applications that benefit other ODA-eligible developing countries (see below for details). **Start-ups that do not benefit an eligible P4G partner country will not be considered.**

### 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** (12 - 24 months), depending on the needs of the partnership.

Each partnership must designate an **administrative partner** to be contractually responsible for P4G funding. The administrative partner will be the sole contractual recipient of P4G funds and must be a **legally registered non-commercial entity**. [Table 1](#) in Appendix 2 provides information on what types of organizations can serve as administrative partners for P4G awards.

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

The most promising funded P4G partnerships will receive additional **acceleration services** from P4G to help reach the scale needed to transform the market. For these focus partnerships, the P4G Hub and relevant P4G national platforms in partner countries will work to advance the partnership through support of the P4G network. 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 high-profile global events.

All P4G Partnerships will be recognized through P4G promotion to bring valuable **visibility** to their work and business models. All P4G Partnerships will be invited to the biennial **P4G Summit**.

P4G has begun to identify **Learning Communities** – clusters of P4G Partnerships working in the same thematic area who can share knowledge with one another and collaborate towards broader goals. Learning Communities in 2019 include:

- New Plastics Markets
- Food Loss and Waste
- Sustainable Infrastructure
- Innovative Financing & Business Models Enabled by Technology
- Zero Emission Transportation
- Renewable Energy Finance

P4G will give preference to applications aligned with these six identified Communities of Learning, and potentially with other existing P4G partnerships, as new learning communities may emerge.

### 3 Key Characteristics of a P4G Partnership

Each P4G Partnership embodies these key characteristics:

1. **Relevance:** Promotes market-based solutions to one or more of our five SDG sector areas and eight beneficiary partner countries.
  - Relevant SDGs: 2. Food and Agriculture; 6. Water and Sanitation; 7. Clean Energy Access; 11. Sustainable Cities and Communities; 12. Circular Economy
  - Relevant countries: Bangladesh, Colombia, Ethiopia, Indonesia, Kenya, Mexico, South Africa and Vietnam
2. **Impact and Additionality:** Addresses barriers that must be overcome to accelerate commercially viable means of accomplishing the SDGs and is additive to what is already happening in the business and international development arenas.
3. **Innovation and Growth:** Meaningfully contributes to new models for change that will advance overall green economic growth with commercially viable and replicable business models.
4. **Market-based:** Is a multi-stakeholder partnership where the business case, or the commercial potential, is the foundation for achieving the partnership's development objective and fostering sustainable change.
5. **Implementation:** Is led by a non-commercial entity, has at least one private sector partner, is endorsed by a relevant government entity, and has the capacity to succeed.
6. **Value-Add:** Actively engages with and grows P4G networks to create global momentum toward tackling the SDGs through market-driven approaches.

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For further reading on characteristics of successful SDG related Public-Private Partnerships please see the article [“Partnerships for Sustainable Development,”](#) Jane Nelson, 2017.

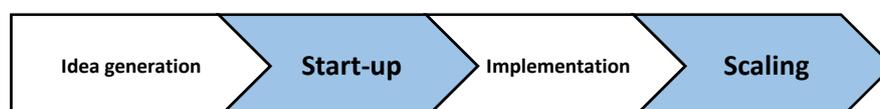
Market-based partnerships can be further categorized as “market-driven” or “market-generating” partnerships. See definitions below.

### 4 Eligibility Criteria

Applicants must meet all six of these eligibility criteria to be considered for evaluation. If a partnership does not meet any one of these eligibility criteria, the application will be considered ineligible. See the [eligibility case studies](#) to better understand how these criteria apply to different types of concepts and sectors.

1. **Primary SDG Focus:** Partnership activities must focus on one or more of P4G’s five target SDGs: Zero Hunger (2); Clean Water and Sanitation (6); Affordable and Clean Energy (7); Sustainable Cities and Communities (11); Responsible Consumption and Production (12). For more information about these SDGs, or to see the complete list of SDGs, go to <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>.
2. **Start-up or Scale-up:** Partnerships must be in either the start-up or the scale-up phase of development. P4G does not support partnerships in the idea generation phase (including concept, research and development, or pilot phase), or in the implementation phase between start-up and scaling (see Figure 1).

Figure 1: P4G Partnerships Lifecycle



3. **Country Focus:** Start-up partnership activities must benefit one or more of the P4G partner countries that are eligible for P4G funding: Bangladesh, Colombia, Ethiopia, Indonesia, Kenya, Mexico, South Africa, and Vietnam. P4G has a strong preference for scale-up partnerships whose activities benefit these countries, as well, but will also consider exceptional scale-up partnership applications that benefit other ODA-eligible developing countries. Partnerships not active in any partner country must request an exception according to the instructions below.\* See list of ODA-eligible countries at <http://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/daclist.htm>. Note that P4G funding can be used for activities in any ODA-eligible countries, as long as one or more P4G partner countries is included.
4. **Partners:** The partnership must include at least one commercial partner (a business or group of businesses) and at least one non-commercial partner (non-governmental organizations, civil society, business member organizations, associations, 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. The commercial partners must be committed to responsible business conduct by integrating human rights, labor rights, environmental concerns, and anti-corruption concerns into their operations and core strategies. The partnership must be able to secure support from a relevant government entity,

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though the government entity does not necessarily need to be a formal partner in the partnership.

5. **Additionality:** The partnership's work must be "additional" to what is already happening or what would naturally happen in the marketplace. To be eligible for P4G funding, partnerships must not be primarily focused on traditional commercial business development (i.e. expansion of a core business offering), or traditional international development (i.e. programming that bilateral and multilateral funders have traditionally covered).
6. **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.

\*Country Focus Exception: If your scale-up partnership would like to request an exception, please email [info@p4gpartnerships.org](mailto:info@p4gpartnerships.org) with the subject line "Country Exception Request – [Name of Partnership]" to make your case for consideration as a P4G Partnership. Exception requests must be received by October 18<sup>th</sup>. After this date, no exceptions will be considered.

### 5 Evaluation Criteria

Partnerships that meet the eligibility criteria above will be evaluated and ranked based on the following eight 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 viable 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 partnership 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 that model.
  - 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 is it that the identified model/approach will deliver a commercially viable solution within the marketplace?
  - How strong is the model and the partnership's strategy and ability to grow, replicate, and scale?

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4. **Work Plan and Implementation Strategy:** The likelihood that the workplan will produce the identified goals.
  - How likely are the identified workplan activities to produce the identified goals?
  - How reasonable is the timeline for completing the activities and achieving the goals and deliverables in the workplan?
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 potential future revenue streams?
6. **Partners' Capability:** The strength of the partners' capacity to execute the proposed model/approach.
  - 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 acceleration and funding help this partnership to achieve its goals? (*Note: this may include the partnership's alignment with existing P4G partnership themes and partner country priorities.*)
8. **Risk:** The thoroughness of the risk 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?

(*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 assessment is not required in the first stage of the application process.***)

## 6 Previously Funded Partnerships

Partnerships that have previously been awarded P4G funds will be evaluated using the same criteria as for new applicants, with additional criteria including demonstrated progress toward existing goals and strong justification that additional P4G funding is needed. Reapplicants will submit their applications in the same window and with the same timeline as new applicants but will be evaluated separately from the pool of new applicants.

## 7 Partnership Application

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

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If you find that your partnership is eligible, you will be directed to the [application materials](#): application template, workplan and budget template, and online application form. Complete both templates before copying the information into the online form.

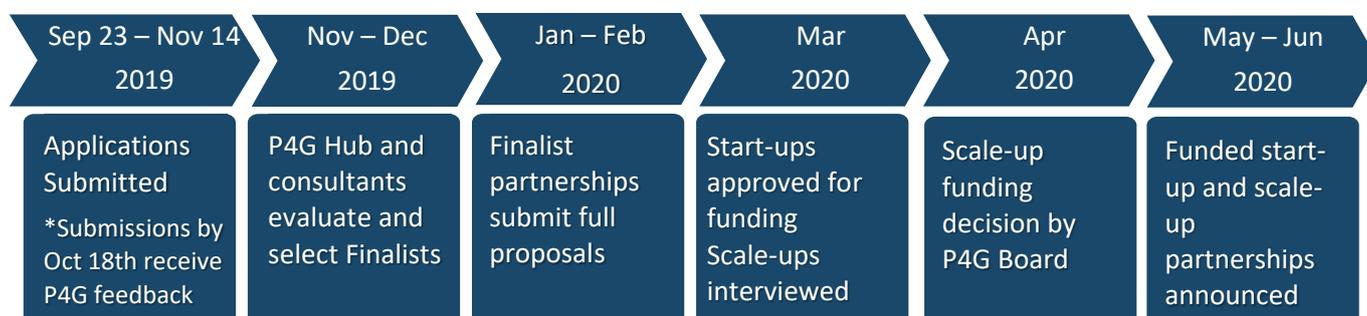
All applications should be submitted in English. All word limits should be strictly followed. Any applications submitted in another language or exceeding any of the word limits will not be considered.

Successful applicants will be notified that they have passed 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.

### 8 Evaluation Process and Timeline

P4G will review each complete application according to the [eligibility](#) and [evaluation criteria](#). Applicants who submit by the pre-application deadline (October 18<sup>th</sup>) will receive initial feedback from P4G before the final application deadline (November 14<sup>th</sup>). P4G will also engage a consultant to independently score all shortlisted applications. P4G may request additional information by email from some applicants before selecting finalists. Finalists will be requested to submit a full proposal along with 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.



The following timeline is offered for reference and is subject to change. Please see [www.p4gpartnerships.org](http://www.p4gpartnerships.org) for the latest updates.

#### Start-up Partnerships:

- **September 17–November 14, 2019:** Submission period for online applications for both start-up and scale-up partnerships
  - Pre-applications received by **October 18, 2019** will receive feedback from P4G.
- **November–December 2019:** Assessment of start-up and scale-up applications
- **January 2020:** Start-up finalists will be asked to submit a detailed proposal
- **February–March 2020:** Evaluation and selection of start-up partnerships for funding
- **May 2020:** Announcement of start-up partnership funding recipients
- **June 2020:** All funded partnerships attend 2020 P4G Summit (date to be confirmed). All funded partnerships attend.

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### Scale-up Partnerships:

- **September 17–November 14, 2019:** Submission period for online applications for both start-up and scale-up partnerships
  - Pre-applications received by **October 18, 2019** will receive feedback from P4G.
- **November–December 2019:** Assessment of start-up and scale-up applications
- **January–February 2020:** Scale-up finalists will be asked to submit a detailed proposal
- **March 2020:** Scale-up finalist interviews and evaluation by independent investment advisor
- **June 2020:** Announcement of scale-up funding recipients at 2020 P4G Summit (date to be confirmed). All funded partnerships attend.

## 9 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:** 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 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.
- **Learning Communities:** Groups of P4G partnerships that address similar problems. P4G convenes each group to share experience, learn from one another, and maximize their impacts.
- **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:** 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.
- **Market-driven:** Market-driven partnerships are driven by the business case. These are partnerships where commercial and non-commercial actors co-create, finance and implement new business models, technologies or products that contribute to sustainable development.

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- **Market-generating:** Market-generating partnerships are not driven by immediate commercial prospects, but rather by a broader ambition and long-term commercial interest in transforming the market conditions and ultimately generating a market for more sustainable solutions. This type of partnerships aims to address system failures in the market and governance gaps, or to push innovative industry standards that can support the creation of viable markets for sustainable solutions.

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### Appendix 1 – Partnership Application Materials

- [Eligibility Checklist](#) – complete this checklist to access the Online Application Form
- [Eligibility Case Studies](#)
- [Partnership Application Questions](#)
- [Workplan and Budget Template](#)

### 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-ODA-eligible 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 Tables 2 and 3 serves as reference only and is subject to change. 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"> <li>• Activities of the non-commercial partners (staff, travel, other)</li> <li>• External consultants and service providers</li> <li>• Communication costs</li> <li>• General and administrative (G&amp;A) expenses. As a guide, 7% maximum of the total funding (to be defined by partnerships)</li> <li>• Audits, as required in the funding agreement for scale-up partnerships (audits for start-up partnerships will not be required)</li> </ul>	<ul style="list-style-type: none"> <li>• Expenses associated with purchasing land, buildings, or infrastructure</li> <li>• Product development in the private domain</li> <li>• Salary expenses for commercial partners (but they can be presented as in-kind contribution)</li> <li>• Direct subsidy of a financial mechanism (i.e. de-risking) or fund, unless given a waiver due to overwhelming public good</li> <li>• Consulting fees above the at-cost rate</li> <li>• Travel expenses of commercial partners</li> <li>• Commercial partner equipment expenses</li> <li>• Equipment costs of non-commercial partner</li> </ul>

**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"> <li>• Salary expenses of commercial and non-commercial partners (not already funded by P4G)</li> <li>• Travel and other non-salary expenses of commercial partners</li> <li>• Other donor funds</li> <li>• Contribution by commercial partner for equipment and products</li> </ul>	<ul style="list-style-type: none"> <li>• Land, buildings, and infrastructure that are passive assets</li> </ul>

### 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, including:

- 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) that, at minimum:
  - Outlines the goal/purpose of the partnership
  - Outlines the responsibilities of each partner organization, including the financial and/or time commitment
  - Is formally agreed to by a representative of each partner organization
  - Remains in effect for the duration of the P4G funding period
- 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 and will 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.

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**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.

**P4G Meetings:** Partnerships should plan on and budget for attending and presenting at P4G's biennial summit during the term of the funding agreement. For 2020, partnerships should plan to attend the P4G Summit (date and location to be confirmed) and be prepared to present their 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. Funded partnerships should acknowledge P4G's support in their promotional materials and on their website(s) about the partnership.

**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. Disbursement is typically in quarterly installments, depending on the assessment of the administrative partner's capacity and financial controls.
- 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 and the promotional plan to share the results of the partnership project have been submitted and accepted by the P4G Global Hub.