

Powering Renewable Energy Opportunities (PREO) Programme

**Support for productive use of renewable energy (PURE) Action
Learning Projects in sub-Saharan Africa**

*A Transforming Energy Access Programme, co-funded by UK Aid and the IKEA
Foundation and implement by the Carbon Trust and Energy 4 Impact*

GUIDANCE NOTE FOR APPLICANTS

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Contents

A. Problem Statement	3
B. PREO Programme Objectives	4
C. Key Performance Indicators	5
D. Action Learning Project Description.....	7
Type of projects sought	7
Project timelines and duration	9
Project's geographic scope	9
Financing and co-financing requirements	9
Funding available under this Call for Applications.....	10
E. Application Procedure.....	10
Documentation	10
Submission Deadline.....	11
Resubmission	11
Submission Evaluation	11
Risk Register	12
F. Shortlisted Applicants	12
Project Activities and Outputs	12
Monitoring and Reporting Framework	12
Schedule of Project Outputs and Deliverables	13
Full Financial Proposal	13
Project Workplan	13
G. Considerations for Shortlisted Applicants.....	14
Insurance	14
Due Diligence Documentation	14
Intellectual Property	16
Code of Conduct	16
General Conditions of the Contract	17

A. Problem Statement

There are high levels of interest and support from the development sector for SDG7 and rural electrification in particular as a means to poverty eradication. Unfortunately, our experience shows that the **growth in small business activity following electrification to a rural area, frequently fails to meet expectations**. Most rural electrification efforts, including national grid extensions, mini-grids and standalone systems, are faced with supply/demand imbalances meaning that supply far exceeds initial demand.

Further, demand stimulation remains outside the scope of electrification programmes and projects. Practically, **demand is often over-estimated** in the planning phase, and **capacity then underutilised in the operational phase**, which in turn results in high production costs of kWh consumed. This of course impacts the financial attractiveness, and hence scalability, of any investments to provide rural areas with levels of power supply that are consistent with “business-levels” of consumption.

This well-known challenge is hence driving increased interest amongst development actors in targeting the provision of Productive Use of Renewable Energy (PURE) products and services to productive uses, not least for the multiple development challenges that can be targeted. Though a growing topic of engagement by many decision makers in governments, donors and others, actual funding and investment in **Productive Use of Renewable Energy (PURE) applications accounts for only a fraction of investment in energy access**; just 0.7% of the World Bank’s investment in energy access is targeted to PURE.

Electrification is supposed to be a means to an end, but if that end is not being realised then that is a key concern. Where there is a lack of PURE demand for power it means there is a lack of productive activity and that means there is a missed livelihoods opportunity which needs to be tackled. While there is evidently growing support for PURE as a focus for economic development, our experience leads us to conclude that **better ecosystem-wide coordination and enabling platforms are needed for in order to achieve tangible, and accelerated impact**.

The Powering Renewable Energy Opportunities (PREO) Programme is hinged on the hypothesis that **off-grid and PURE solution providers and rural productive energy users’ needs are highly complementary and don’t exist in isolation of each other** – that collaboration and better cooperation between these actors is essential and that being “demand-led” is fundamental to success.

We therefore **need to shift away from the usual ‘supply-push’ approach to a more (coordinated) ‘demand-pull’**. This will improve the economics for the off-grid and PURE enterprises offering PURE products and services, and also unlock increased local economic activity, added value to products and services, job creation, and enhanced gender equality. The PREO Programme’s Theory of Change thus seeks to accelerate this shift in approach and catalyse investment into PURE sectors to realise developmental impacts.

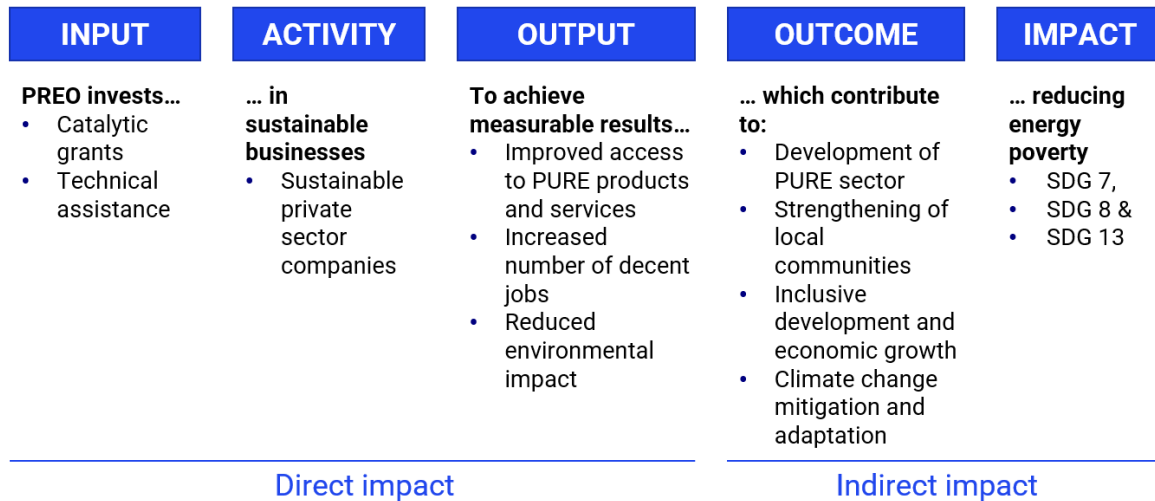


Figure 1. PREO Theory of Change.

B. PREO Programme Objectives

In 2019, the first Action Learning Projects Challenge was launched through the UK Department for International Development (DfID) Transforming Energy Access platform, supporting 12 innovative Productive Use of Renewable Energy (PURE) projects to the value of £1.9 million, looking to stimulate productive use and economic activities in four sub-Saharan African countries. With further support from IKEA-Foundation, in 2020 and 2021, an additional 12 private sector PURE enterprises and non-profits demonstrating PURE implementation models were funded with grants of €2.1m. Now with follow-on funding from both UK Aid and IKEA Foundation, the PREO Programme will seek to fund a series of additional Action Learning Projects in sub-Saharan Africa (excluding South Africa) between 2022 and 2027.

The work done in the Transforming Energy Access (TEA) platform has highlighted three major challenges faced by PURE entities in sub-Saharan Africa, these being: demand volatility which results from there being a small number of customers at the village level; seasonality of rural economies (dominated by agricultural economies); and a price sensitive customer base with modest financial means. In addressing these challenges, PREO will provide advisory services through a Technical Assistance window, partnership brokering services (among PREO grantees, TEA implementation agencies and other partners), and grant funding support to stimulate PURE sectors in sub-Saharan Africa and bolster investments into these sectors. PREO will focus on the business needs and market dynamics of local productive use entities, and fostering development of productive uses around existing and/ or new value chains to increase productivity, impact, and value of goods and services sold.

The core objective of the Action Learning Projects (ALP) is to support the development of innovative off-grid PURE models in sub-Saharan African regions (excluding South Africa) that are likely to be scalable and replicable and support economic growth and job creation in local value chains.

Our aim is to test different PURE models, generate knowledge and evidence, and create demonstration effects to help build sustainable PURE markets at scale. The demonstration effects draw from the knowledge and evidence about the geographies, value chains, operating models and technologies that have proven to be successful in application. **The PREO Programme will thus co-fund and support “locally relevant, demand-led projects” generating usable knowledge that can be disseminated for the benefit of the entire PURE ecosystem. Our vision is to promote these successful demonstrations to development actors, so that we constructively influence the policy and development landscape, attract further investment, and translate local economic development successes into impact at scale.**

Achievement of the core objective of the Action Learning Projects feeds into the PREO’s wider outcomes (as seen in Figure 1) which requires the Action Learning Projects to contribute to:

- Improving livelihoods through entities that increase their workforce, customer/end-user reach, and women empowerment through PURE activities;
- Demonstrating positive social and economic impact for actors across the value chain as a result of increased productivity, impact, throughput and/or value-addition through the productive use of clean, off-grid energy;
- Stimulating the entry of financial institutions and capital providers into the PURE market through improved economics, scalability and financial sustainability;
- Creating an evidence base and disseminating knowledge to PURE stakeholders such as public and private sector investors, innovators, donors, policy makers, and enterprises; and
- Empowering women engaging in PURE activities or as end-users of the PURE activities.

Each of these objectives will be measured using key performance indicators (KPIs) that have been devised by the PREO Programme. Action Learning Projects will contribute to the achievement of these objectives by measuring and reporting the project performance across appropriate KPIs.

C. Key Performance Indicators

The KPIs for each of the PREO Programme objectives are detailed below. It should be noted that Action Learning Projects may have unique KPIs that are applicable to the product or service provided by the project and determined by the nature of the operation. For example, it may be appropriate for a healthcare project to measure and report the number of female end-users reached versus an agro-processing enterprise that could measure and report productivity enhancement or increased revenues as a result of PURE activities.

Hence, it is the responsibility of the applicant to determine their project specific KPIs that will be measured and reported to PREO. Successful applicants, during the contracting phase, will be required to provide this information at agreed intervals which would necessitate all projects to have a monitoring and reporting framework in place. On top of the project-specific KPIs, PREO will collect cross-cutting KPIs applicable to all projects.

KPI 1 Economic Performance

- Loan-based projects: unit margin of enterprise providing loans to end users for PURE equipment (reported as %) representing profit earned.
- Service model projects: simple payback on PURE infrastructure (reported as months/years) representing the time to recover the initial investment.

KPI 2 Follow-on Funding

- Capital raised by PURE enterprises supported by PREO from public and private funders. As well as enabling us to calculate the amount of finance a PREO grant has leveraged KPI 2 also enables us to measure the growth and maturity of a company as it attracts private sector investment over time. This is usually described as seed, Series A, B and C with the amount at each stage determined by factors such as market size, company potential, current revenues, and management.

KPI 3 Green Job Creation

- Number of new, sustainable, long-term, safe jobs created, and income growth enabled (where relevant and reported as %) by PURE enterprises as a direct result of PREO support.

KPI 4 Fossil Fuel Avoidance

- Transitioning productive sectors away from diesel- and petrol-powered energy to renewable energy sources, thereby reducing CO2 emissions and pollution.

KPI 5 Knowledge Building

- Create an evidence base and disseminate knowledge to PURE stakeholders.

Figure 2. PREO Cross-cutting KPIS

PREO defines a sustainable job as a person employee working for more than one month during the project implementation and with wages/salaries paid monthly versus on a pro-rata basis. A strong gender balance is of great importance regarding sustainable job creation under the PREO Programme.

PREO has developed a monitoring, evaluation, and learning (MEL) system to collect and analyse data. Data is gathered from the project leads on a quarterly basis.

It is important for applicants to note that KPIs will be measured against a baseline (wherever available).

The baselining exercise will be done following the contracting stage and before the project is implemented or interventions commence. The baselining exercise will require cooperation from applications regarding the provision of organisation information such as current workforce, expenditure on wages/salaries for female and male employees, throughout/revenues/impact, and customer/end-user reach. The information provided by applicants during the baselining exercise will be kept strictly confidential between the applicant and PREO and all KPI metrics reported by the PREO Programme will be aggregated to ensure confidentiality of individual project data.

D. Action Learning Project Description

This Call for Applications round has been prepared by the Carbon Trust and Mercy Corps Energy 4 Impact on behalf of the IKEA Foundation and the UK government, via the Transforming Energy Access TEA platform, for the purpose of inviting the submission of proposals for Action Learning Projects. An Action Learning Project is defined as a new or existing project (looking for scale-up support) that stimulates the productive use of renewable energy (PURE) activities; such projects must have an inherent knowledge-generating aim that tests targeted research questions applicable to the sector in which the project operates, and which generates knowledge that can be used by the wider market and relevant stakeholders. The evidence base and knowledge generated by these projects will feed into the PREO Knowledge Hub to validate PURE approaches, attract further investment into the PURE market and identify promising projects and partnerships to consider for further support and scale-up following this challenge fund.

In addition to stimulating productive use of renewable energy and economic activity, successful applicants are expected to undertake action research, gather and evaluate socio-economic impact data, and share learnings. Applications to PREO should articulate the overarching results-chain (as seen below) of the proposed project, that illustrates the intervention in response to the research questions and outlines the logical relationships among the resources that are invested, the activities that take place, and the sequence of changes that result (impact), such as increased local incomes, local jobs creation and create social and economic value through activities which create demand for clean, modern off-grid energy.



The research question(s) will be unique to each project and the project should formulate research objectives to measure progress against this research question using a suitable research methodology to yield tangible results. Each Action Learning Project will therefore have a research question(s) and objectives based on the research question(s) that the PURE intervention will be measured against. For example, a provider of cooling solutions that store vaccines for healthcare facilities could formulate a research question along the lines of: ‘Does the use of cold storage or refrigeration reduce the spoilage of vaccines thereby reducing operational costs for the facility and improving the access to healthcare services for end-users? The research objectives for this project could be to reduce vaccine spoilage by X units or Y%, demonstrate financial viability of investing in cooling solutions to customers and investors and to increase the number of end-users reached from A to B. The methodology for the above example would require measuring the baseline, such as amount of vaccine spoilage through lack of refrigeration and the provision of vaccines to end-users in a given period, formulating a data collection procedure to record spoilage and end-users reached, and the reporting of the impact of reduction in spoilage and the increased end-users on business model viability.

Type of projects sought

Projects that will be considered under this Call for Applications must be locally relevant and demand-led projects that demonstrate the viability of a Productive Use of Renewable Energy product and/or service.

Local relevance is to be interpreted as providing services or products to a community customer/end-user base or addressing the needs of the community in which the project is located, or leveraging on rural value chains and activities that result in additional income generation for the target customers. Being demand-led means that these projects must source their off-grid energy from renewable energy sources such as solar PV, wind, or biomass or a combination thereof, and use this renewable energy for productive purposes (which excludes basic domestic consumption for lighting or device charging) that are required by the target customers. The definition of PURE activities under this Call for Applications is broad so as to elicit a wide range of innovative responses that address the most pressing needs in the communities in which they will operate. As such, a **PURE is defined as an activity requiring electricity as a direct input for the production of goods or the provision of services.** The organisation implementing the Action Learning Project can thus be a for-profit, not-for-profit, or community-owned entity operating in any industry provided the project is centred around a PURE activity and will contribute to the creation of an evidence base through a research and learning approach that will yield impacts aligned to the KPIs of the PREO Programme.

Projects in the following sectors are encouraged to apply to this Call for Applications, though applications outside of these sectors may also be considered:

- **Agro Processing:** solar-powered milling, drying, oil press, egg incubation and pulping
- **Cooling:** positive (between 0°C and 15°C) and negative (between -15°C and 0°C) temperature cold storage, solar freezing, and milk chilling
- **Solar powered water solutions**
- **E-Waste Recycling:** end-of-life PURE products, as well as supportive renewable energy assets
- **Textiles:** manufacturing or mending shoes and sewing clothes commercially
- **E-Mobility:** electric transport including electric two-wheelers, three-wheelers and boats among others
- **Education:** solar-powered appliances for educational use
- **Healthcare:** solar-powered appliances for medical use
- **Information and communication technology (ICT):** use of digital technology such as computers or phones to manage and process information and to communicate with others. It is used in various fields, including education, business, healthcare, entertainment and many others
- **Street Lighting:** solar-powered

For this call we define off-grid energy as renewable electricity that is not transmitted and distributed by the national, provincial or municipal grid network. Mini-grids supplied using diesel, natural gas or other fossil fuels will not be considered as eligible for this programme.

Selection of grantees under the PREO programme is open to any applicant and local (that is sub-Saharan African owned and led) organisations/consortia with local presence in the project location and women-led organisations/consortia are preferred.

The process will be conducted in a manner that ensures proposals are evaluated fairly, and to ascertain those that are the most responsive to the programme objectives.

Project timelines and duration

The Competition is not prescriptive in terms of timelines and milestones for the proposed projects, and applicants are invited to propose these in their applications; however, projects should be designed to make optimal use of the anticipated actively supported period of 12-18 months from the commencement date. The anticipated commencement date for the projects is April 2024.

Project's geographic scope

The countries in scope for intervention can be located in any sub-Saharan African country, excluding South Africa.

Financing and co-financing requirements

The requirement for co-financing for this Call for Applications is to leverage existing investment and to stimulate new investment into the PURE sector. For these Action Learning Projects to be user-led, scalable and sustainable, there needs to be additional investment from either the applicants themselves or other investors/ funders to ensure that the project is competitive and sustainable.

A minimum of 50% of the total project value in co-financing (either financial or in-kind) is a prerequisite for consideration of applications from foreign-owned and led organisations/consortia. Foreign in this regard being outside of sub-Saharan African jurisdictions. This 50% co-financing requirement means that the applicant must be able to contribute/raise 50% of the total project value, thereby matching the grant funding provided to the project by PREO. For example, if the total proposed value of the project is \$200,000, PREO would provide funding of \$100,000 and the applicant would be required to put in \$100,000 of their own funding or funding from another source towards the project.

It is however noted that, for projects being implemented by sub-Saharan African-owned and led organisations/consortia, adherence to the co-financing requirements can be difficult and often renders these applicants unable to apply for this grant funding. As such, PREO is allowing sub-Saharan African-owned and led applicants to contribute/raise a minimum of 25% of the project value in co-financing (either financial or in-kind). For example, if total value of the proposed project is \$100,000, PREO would provide funding of \$75,000 and the applicant would be required to put in \$25,000 of their own funding or funding from another source towards the project.

Co-financing can be proposed from a variety of sources, including cash and equity, in-kind contributions, other grants, commercial sources such as venture capital, impact loans and debt. There is some flexibility in what will be considered for co-financing. In principle, evaluation considerations will include:

- to what extent the applicant is sharing the project costs and risks
- are the proposed matching funds directly relatable to the project being proposed and contributing to its realisation?
- are the proposed matching funds additional to contributions already made to the project? For in-kind contributions, applicants are requested to clearly describe the nature and details of such co-financing

and be prepared to demonstrate the basis for quantification. In-kind contributions are non-cash contributions of time, equipment, labour and other tangible items committed to the goals of the project, that is the direct production and sale of products or the provision of output services. In-kind co-financing will be required to represent value for money and, as such, the in-kind contributions are expected to be fair and reasonable. In-kind matching funds will be evaluated on the basis of the project context and how they are additional to the project / leverage upon the grant funds.

Proof of having secured co-financing (cash or in-kind) will need to be provided by successful applicants and will be reviewed in the due diligence process.

Funding available under this Call for Applications

The PREO Programme has allocated \$3,600,000 to this round of Action Learning Projects. It is anticipated that there will be three funding rounds (inclusive of this round) until 2027 and including the grantees supported in 2022, our objective is to fund up to 44 Action Learning Projects from the follow-on financing received from our donors. We expect project proposals to be in the range of **\$100,000-\$200,000** but will consider project proposals of up to \$300,000 in value.

E. Application Procedure

Documentation

For this Call for Applications, applicants are required to complete (in-full) the Excel-based application (including the risk register and implementation template sheets) and submit the completed form with the accompanying documents here:

These accompanying documents are as follows:

- CVs of core team members
- Company registration document
- Tax compliance certificate (most recent)
- Shareholding pattern of the Lead applicant (most recent) including information on Nationality of the entity and public/private nature
- Corporate Presentation/Deck for the Lead organisation (if already available)
- Audited financial statement (most recent)
- Un-audited Year-to-date financial statement
- Proof of secured co-financing, including plans for remaining amount if full co-financing not yet secured
- Funds raised by the company so far – equity and debt
- List of grants received by the company including details such as funder, programme, amount, conditions and purpose of funding

Applicants are requested to review, the Considerations for Shortlisted Applicants laid out in this Guidance Note below, which will be applicable to all recipients of grant funding from the PREO Programme. A

recipient refers to applicants that have been shortlisted following their submission to this Call for Application that have then been selected by the PREO Programme for grant funding.

Applications are to be submitted in English language only.

Submission Deadline

The deadline for submissions to this Call for Applications is **31 January 2024** at 23:59 UTC, after which time applications will be closed and no further submissions considered. Applicants will receive a notification confirming their application been successfully received.

Resubmission

Applicants are able to re-submit their applications if necessary provided that the re-submission is received by PREO before the “Submission Deadline” detailed above. Please notify us should you wish to resubmit your application before the deadline, so we can omit the first submission.

Submission Evaluation

PREO Action Learning Project submissions are judged against a number of criteria including, but not limited to, the following:

- Local relevance to project location and the project being demand-led;
- Adherence to application requirements listed under “Action Learning Project Description” including the contribution of co-financing;
- Potential to improve livelihoods for project personnel and customers/end-users;
- Measurable increase in social and economic impact across the value chain of the project against a baseline;
- Potential to attract capital into the project through improved economics, scalability and financial sustainability;
- Clearly defined research question that could yield tangible results that contribute to the evidence base and knowledge creation objective of the PREO Programme;
- Contribution to gender equality achievement and women empowerment; and
- Demonstration of appropriate monitoring and reporting procedures and metrics to capture project learnings.

The selection of shortlisted applications against these criteria is at the sole discretion of the PREO Action Learning Projects evaluation committee. **All applicants will be notified within five weeks of the submission deadline date confirming whether or not the application has been successful.** Applications that were unsuccessful in this round are welcome to apply to subsequent rounds as and when they open.

Risk Register

Applicants are required to complete the 'Risk Matrix' in the Application Template to identify project-specific and general risks that can affect successful implementation and the measures that would be taken to mitigate these risks and/or the impact of these risks on the project activities. It is noted that not all risks to the project will be evident at this stage and, as such, this is not intended to be an exhaustive, static risk register but is an element of the Action Learning Project which will be iterative and reported on (quarterly/bi-annually/annually) by the recipients.

The Risk Matrix will be used to determine whether the applicant has given sufficient thought to the specific and general risks that could affect the project, and that the applicant has devised appropriate mechanisms to mitigate the impact of these risks. The mechanisms to mitigate the impacts of the identified risks are up to the discretion of the applicants and would include strategies, procedures and protocols that are imbedded in the organisations environmental, health and safety policies and governance structures.

F. Shortlisted Applicants

Applications that are successfully shortlisted by the PREO Programme will be required to submit further details of the Action Learning Project to the PREO Programme at the time of contracting. The further details required are outlined below so that applicants to this Call for Applications are aware of the expectations of them should they be shortlisted. The specifications and formats of these details will be provided to the shortlisted applicants when they receive the notification that they have been shortlisted and during the beginning of the contracting process.

Project Activities and Outputs

Applicants will need to expand on the activities and interventions that will be implemented as a result of the grant funding in the form of an implementation strategy. The implementation strategy will detail key project milestones or interventions and how these will contribute to the achievement of the project objectives to deliver the desired impacts.

Monitoring and Reporting Framework

Due to the nature of these Action Learning Projects being research and output orientated, a monitoring and reporting framework is seen as being a crucial element in collecting evidence, monitoring progress and disseminating the learnings to a wider audience. As such, shortlisted applicants will be required to submit a complete monitoring and reporting framework to PREO. This monitoring and reporting framework will detail the project-specific and programme-aligned research questions and research objectives for the project, and the KPIs that will be used to measure performance against these objectives.

Performance monitoring and reporting will be an on-going process and the PREO Programme will require quarterly performance and progress reporting from successful Action Learning Projects via a Quarterly Report. The Quarterly Report will include the progress made on the activities and interventions outlined in the implementation strategy and the performance against the research objectives using the KPIs agreed to by the applicant and PREO.

Schedule of Project Outputs and Deliverables

Shortlisted applicants will be required to issue a summary of the outputs and deliverables for their Action Learning Project and the dates of submission or achievement of these deliverables or outputs. Outputs and deliverables could include quarterly reports, project milestones or key interventions, provision of case study or knowledge dissemination pieces, investor presentations to attract capital and more. Applicants are committed to these outputs and deliverables at the date specified and justification for failing to adhere to this schedule is required. Projects that consistently deliver on their outputs and deliverables at the specified dates are likely to be considered for further scale-up support under the PREO programme.

Full Financial Proposal

In addition to the brief project budget outlined in the Action Learning Project Application Template, shortlisted applicants will be required to submit to PREO a detailed financial proposal that will outline the quarterly project budget broken down into the working capital requirements (being direct labour, inventory, and capital equipment) and other costs (travel, indirect labour and overheads). In addition to this quarterly budget summary, the shortlisted applicants will need to provide an anticipated payment schedule which will be used to determine the PREO grant disbursement schedule for project payments, either in arrears or in advance of the anticipated payment. Shortlisted applicants will be expected to produce a deliverable or output, within the agreed timeframe as per the project outputs and deliverables schedule, against the grant disbursements to ensure that the funding provided is tied to defined Action Learning Project outputs and deliverables.

Project Workplan

An outline of the key milestones, timeframes, and personnel responsible for each output and deliverable is required from all shortlisted applicants. The workplan should match up with the 'Schedule of Project Outputs and Deliverables' and provide adequate time and resources to enable the project to adhere to the work plan. The project could be divided into a number of phases with an output or deliverable scheduled at the end of each phase which may correspond to the utilisation or disbursement of a grant payment (as outlined in the Financial Proposal), either in advance for the next phase of the project, or in arrears for progress and delivery of the prior phase.

G. Considerations for Shortlisted Applicants

Insurance

Grantees are required to maintain, at their own expense, a policy or policies of insurance with reputable insurance provider(s) in respect of all risks which may be incurred by the Recipient in relation to its performance of its obligations under the Agreement. The project risks that require insurance coverage include death or personal injury, loss of or damage to property and all other insurances (including employer's liability insurance) required by law. It is also expected that the sub-contractors, agents and suppliers to the Recipients each take out and maintain, at their own expense, a policy or policies of insurance with reputable insurers.

The Recipient may, if absolutely necessary and as agreed to by the Carbon Trust on a case-by-case basis, include the cost of the insurance premiums in their Grant fund application, to be covered by the Grant funding disbursed by the Carbon Trust to the Recipient, provided that:

- the cost of the insurance premiums can be proved to materially reduce the ability of the Recipient to successfully undertake the Project Activities to such an extent that the project's viability and sustainability is compromised; and
- the Recipient acquires and presents at least two competitive insurance quotations from reputable insurers to the Carbon Trust as proof that the Recipient has selected the most competitive insurance quotation.

Due Diligence Documentation

Even whereby Due Diligence documents are collected during the application phase, prior to the finalisation of the contracts between the shortlisted applicants and PREO, latest due diligence documentation will be required from the shortlisted applicants. The due diligence documentation that will be required are detailed in the table below. Organisations that are unable to provide the documentation detailed in the table below will not be eligible to receive grant funding from the PREO Programme.

Document required	Description
Certificate of Incorporation	This should detail the company's registered name, the date of incorporation and the company number for the Lead organisation and project partners.
Governing documents – for example, the Memorandum & Articles of Association	Established, written rules about operating the company, agreed by shareholders, directors and the company secretary. If this requirement is problematic, we ask you to provide all the governing documentation which have so far been established for the organisation and a description of how the project will be managed. This includes a financial and technical plan, details of quality checks to be performed and the approvals processes that will be followed (what will be done and who will do them).

Financial accounts – audited or unaudited	For organisations established within the past three years , we require signed-off annual financial accounts for the duration of the organisation’s operation. For organisations established for more than three years , we require the most recent three years signed-off annual financial accounts. (Audited financials are preferred, speak with us if these are not available.)
The latest management accounts	Applicants are required to provide the most up to date financial position of your organisation and include a realistic forecast for the next six months. <i>Management accounts typically include a profit and loss account, balance sheet, and/or cash flow statement</i>
Tax Declaration from the relevant tax authority	This should be the latest annual tax declaration from the relevant tax authority confirming the organisation’s tax compliance and tax paid-up.
Collaboration and co-funding	If the project is a collaboration with other organisations, applicants will be asked to provide a collaboration agreement (e.g. a Memorandum of Understanding). Co-funding should be confirmed in an acceptable format (award letters, MOUs, or other)
Financial management and internal controls	Present (and provide where documented) financial management procedures, that will apply to how the grant funding will be managed. <i>Will funds be ring-fenced?</i> State whether the lead organisation has an accounting system in place – if so, please identify it. <i>Will financial accounting measures be able to uniquely track transactions?</i> Are there independent checks in place to ensure appropriate use of funds? <i>Will time accounting be performed for resources dedicated to the project (if applicable to grant costs)?</i>
	Describe measures to ensure financial transparency and provide policies or procedures to avoid and detect tax evasion, bribery, corruption or fraud within the organisation. Please notify us of any instances of fraud in the organisation (or partners) in the past 3 years.
Insurance Cover	The organisation should maintain insurance cover (e.g. public liability, employer’s liability, and/or professional indemnity) where appropriate in relation to the activities that the organisation carries out, and appropriate for the activities proposed in the project. We ask that you provide us with the details of the organisation’s current active insurance cover in terms of public liability, employer’s liability and professional indemnity. If your organisation does not have such cover or does not know how to acquire such cover, please let us know.

Project management and team	Identify and share details of the team members who will execute the project. For each, provide a brief overview of other projects/duties they have and their availability and capacity to fulfil their role on this project. Identify the project management structures you have established for the project including management team members and their management experience.
Management and staff gender profiles	Describe the organisations management gender balance and the gender profile of the team who will be the core members of delivering the project. (Gender balance means the number of persons of each gender.)

Intellectual Property

Intellectual property in all material (including, but not limited to, reports, data and designs, whether electronically stored or not) produced by the project partner or its personnel, members or representatives in the course of this project (“the Material”) will be the property of the project partner. All outputs listed within the ‘Schedule of Outputs and Deliverables’ shall be made publicly available for use (in cases such as models or tools).

When signing the contract with PREO, the Action Learning Project lead organisation and partners grant to the PREO Programme a worldwide, non-exclusive irrevocable and royalty-free licence to use all the Material, where “use” shall mean, without limitation, the reproduction, publication and sub-licence of all the Material and the intellectual property therein, including the reproduction and sale of the Material and products incorporating the same, for use by any person or for sale or other dealing anywhere in the world.

Code of Conduct

The Recipient shall owe a duty of care to the Recipient’s employees and be responsible for the health, safety, security of life and property and general wellbeing of such persons and their property. Recipients will be required to follow applicable health and safety Law and to ensure that sub-contractors owe a duty of care to their employees. **PREO may require recipients to provide a health and safety policy** that details the governance structures in place to ensure compliance with health and safety Law and sound employer practices.

Recipients shall ensure that its employees, contractors and sub-contractors and any other related persons act in accordance with all applicable national and international laws and regulations relating to equality; anti-discrimination; modern slavery; child labour and preventing money laundering and financing of terrorism. Additionally, Recipients must ensure adherence to anti-bribery and anticorruption legislation, including the Bribery Act 2010 and any relevant local laws and **may be required to produce an anti-bribery policy** outlining the governance structures regarding the handling of bribery.

Regarding confidentiality, Recipients and PREO shall handle and protect all shared confidential information and keep it in a safe and secure manner which is no less safe and secure than the manner in

which it treats its own confidential and/or proprietary information of a similar nature. Sensitive information should not be shared with external parties without express written consent and the reporting of the PREO Programme impacts using the information received from all grant funding Recipients shall be aggregated to protect the confidentiality of the individual projects.

The Recipient shall ensure that no conflict or potential conflict of interest arises in relation to its implementation of the project and shall adopt appropriate safeguards, controls and procedures to ensure conflicts or potential conflicts do not arise. If there is any uncertainty about whether any conflict or potential conflict of interest may exist or arise, the Recipient shall consult with the Carbon Trust.

General Conditions of the Contract

While certain contractual clauses have been discussed above, these are by no means exhaustive. Please refer to the PREO Action Learning Project Contract to ensure that your organisation is able to comply with these General Conditions of the contract prior to applying to this Call for Applications.