

Powering Renewable Energy Opportunities (PREO) Programme

*A programme co-funded by UK aid via the Transforming Energy Access platform
and the IKEA Foundation,
implemented by the Carbon Trust and Mercy Corps-Energy 4 Impact*

**Support for productive use of renewable energy (PURE) projects in
Pacific Island countries,
funded by UK aid via the Transforming Energy Access platform**

GUIDANCE NOTE FOR APPLICANTS

APRIL 2024

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A. Problem Statement

There are high levels of interest and support from the development sector for Sustainable Development Goal 7 (SDG7; Affordable and Clean Energy), particularly in rural electrification, as it contributes to eradication of poverty. 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 typically 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 levels of power supply consistent with “business-levels” of consumption.

This well-known challenge is therefore driving increased interest among 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 **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 towards 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 demand for PURE power, it indicates a lack of productive activity, which in turn suggests a missed livelihoods opportunity that needs to be tackled. While there is 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 to achieve tangible and accelerated impact**.

The Powering Renewable Energy Opportunities (PREO) Programme is based on the hypothesis that **renewable energy and PURE solution providers, as well as productive energy users, have highly complementary needs that do not exist in isolation of each other**. Collaboration and better cooperation between these actors are deemed essential, and 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’ approach**. This will improve the economics for renewable energy and PURE enterprises offering PURE products and services, as well as unlocking increased local economic activity, adding value to products and services, creating jobs and enhancing gender equality. The PREO Programme’s Theory of Change seeks to accelerate this shift in approach and catalyse investment into PURE sectors to realise developmental impacts.

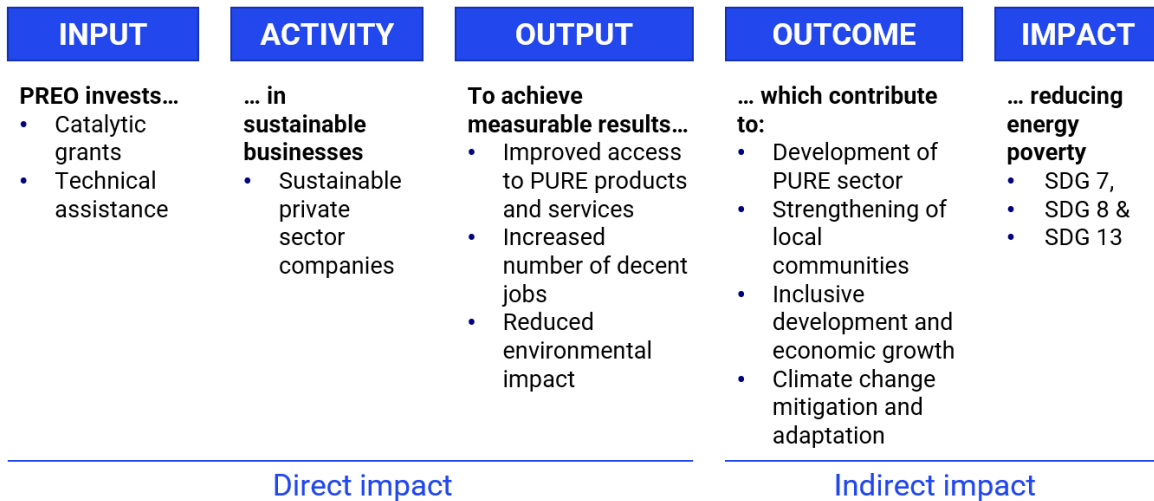


Figure 1. PREO Theory of Change.

B. PREO Programme Objectives

Since 2019, with funding from UK aid via the Transforming Energy Access (TEA) platform, and the IKEA Foundation, PREO has awarded 34 catalytic grants to private sector and non-profit enterprises across 12 African countries, demonstrating the business and impact cases of using renewable energy across multiple sectors. Now, with funding from UK aid, the PREO Programme seeks to fund a series of catalytic grants for locally relevant, demand-led projects in Pacific Island countries.

The work done through the TEA platform has highlighted three major challenges faced by PURE entities: 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. The aim is to stimulate PURE sectors in Pacific Islands countries and bolster investments into these sectors. PREO will focus on the business needs and market dynamics of local productive use entities, 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 catalytic grants is to support the development of innovative PURE models in Pacific Island countries that are likely to be scalable and replicable as well as to support economic growth and job creation in local value chains.

Our aim is to test different PURE models, in different geographical locations, 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 catalytic grants contributes to the broader outcomes of PREO (as seen in Figure 1), which requires the funded projects to contribute to:

- Improving livelihoods through entities that increase their workforce and expand their customer/end-user reach;
- Demonstrating positive social and economic impact for actors across the value chain, resulting from increased productivity, throughput and/or value addition through the productive use of clean 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, including public and private sector investors, innovators, donors, policy makers and enterprises; and
- Empowering women engaged 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. Grant holders 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 grant recipient projects may have unique KPIs applicable to the product or service provided by the project, 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, while an agro-processing enterprise could measure and report productivity enhancement or increased revenues as a result of PURE activities.

Therefore, it is the responsibility of the applicant to determine their project-specific KPIs that will be measured and reported to PREO. During the contracting phase, successful applicants will be required to provide this information at agreed intervals, necessitating all projects to have a monitoring and reporting framework in place. In addition to 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 funding, Series A, B and C stages, 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 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, throughput/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. Additionally, all KPI metrics reported by the PREO Programme will be aggregated to ensure confidentiality of individual project data.

D. Project Description

This Call for Applications round has been prepared by the Carbon Trust and Mercy Corps Energy 4 Impact on behalf of the UK government, via the TEA platform, for the purpose of inviting the submission of proposals for projects seeking support via catalytic grants. A suitable project is one that is either a new project or an existing project seeking scale-up support, and which aims to stimulate PURE activities. Such projects must have an inherent knowledge-generating aim that will contribute to the evidence base and knowledge creation in the PURE sector. Any generated knowledge should be useful to the wider market and relevant stakeholders. The evidence base and knowledge generated by these projects will be utilised by the PREO Knowledge Hub to validate PURE approaches, attract further investment into the PURE market and identify promising projects and partnerships for further support and scale-up following this challenge fund.

In addition to stimulating PURE 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. This involves illustrating the intervention in response to relevant research questions and outlining the logical relationships among the resources that are invested, the activities that take place, and the sequence of changes that result (impact). Examples of impact include increased local incomes, local job creation, and the creation of social and economic value through activities that create demand for clean, modern 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 project will, therefore, have 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%, to 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 the amount of vaccine spoilage due to lack of refrigeration and the provision of vaccines to end-users in a given period. This would be followed by formulating a data collection procedure to record spoilage and end-users reached, finally reporting the impact of reduction in spoilage and increased end-users on the 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 PURE 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 value chains and activities that result in additional income generation for the target customers. Being demand-led means that these projects must source their energy from renewable energy sources such as solar PV, wind, biomass or a combination thereof, and use this renewable energy for productive purposes (which excludes basic domestic consumption for lighting or device charging) required by the target customers. Projects should be focused on implementation of a working technology with a goal of achieving commercial viability, not in technical innovation to develop novel technologies.

The definition of PURE activities under this Call for Applications is broad, 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 project can be a for-profit, not-for-profit, community-owned or state-owned entity, operating in any industry provided the project is centred around a PURE activity. Additionally, it should contribute to the creation of an evidence base through a research and learning approach that will yield impacts aligned with 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:** renewably-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 renewably-powered cold storage, freezing and milk chilling;
- **Renewably-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:** renewably-powered appliances for educational use;
- **Healthcare:** renewably-powered appliances for medical use;
- **Hospitality:** renewably-powered systems or appliances for hospitality 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; and
- Renewably-powered **street lighting.**

Selection of grantees under the PREO programme is open to any applicant. Applications led by or including an organisation with a local presence in the project location and/or those that are women-led, are

preferred. Additionally, applications including an organisation owned and led from a country in the Pacific Islands Forum (excluding Australia and New Zealand) 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 the anticipated actively supported period of 12-24 months from the commencement date. The anticipated commencement date for the projects is estimated to be October 2024.

Project's geographic scope

The projects in scope for intervention can be for delivery in any of the following:

- Fiji;
- Papua New Guinea;
- Samoa;
- Solomon Islands;
- Tonga; or
- Vanuatu.

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 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 30% of the total project value in co-financing (either financial or in-kind) is a prerequisite for consideration of applications from internationally-owned and led organisations/consortia, 'international' in this regard defined as being outside of Pacific Island jurisdictions. This 30% co-financing requirement means that the applicant must be able to contribute/raise 30% 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 £150,000, PREO would provide funding of £105,000 and the applicant would be required to put in £45,000 of their own funding or funding from another source towards the project.

However, it is noted that, for projects being implemented by Pacific Island-owned and led organisations/consortia, adherence to the co-financing requirements can be difficult and may render these applicants unable to apply for this grant funding. As such, PREO is allowing Pacific Island-owned and led applicants to contribute/raise a minimum of 15% of the project value in co-financing (either financial or in-kind). For example, if total value of the proposed project is £150,000, PREO would provide funding of £127,500 and the applicant would be required to put in £22,500 of their own funding or funding from

another source towards the project. This reduced co-financing requirement applies to organisations owned and led from countries in the Pacific Islands Forum, except for Australia and New Zealand.

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?; and
- 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 based on the project context and how they are additional to the project or 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

Our objective is to fund up to 8 catalytic grants from the financing received from UK aid. We expect grant requests to be in the range of **£50,000-£150,000** but will consider grant requests of up to £200,000 in value.

E. Application Procedure

Documentation

For this Call for Applications, interested innovators should visit [the PREO website](#) to download the full application pack.

Applicants are required to complete (in-full) an Excel-based application (including a project implementation plan, budget and risk register) and submit the completed form with the accompanying documents via an online Google form.

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);
- Unaudited 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; and a
- 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 Selected 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 **Sunday 26 May 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 has been successfully received.

Resubmission

Applicants can resubmit their applications, if necessary, provided that the resubmission is received by PREO before the “Submission Deadline” detailed above. Please notify us at contact@preo.org should you wish to resubmit your application before the deadline, so we can omit the first submission.

Submission Evaluation

PREO catalytic grant applications are evaluated based on various criteria, including, but not limited to, the following:

- Novelty of the business model: Is the business model highly innovative or has it been in existence for a long time?;
- Alignment of the business model to the call: Is the model to be demonstrated by the project the core business model for the applicant and is it scalable and sustainable?;
- Ability of the business to catalyse capital: Does the business have scope to attract private capital?;
- Job creation: Does the business model open opportunities in job creation?;

- Avoided emissions: Does the business model contribute to reduction of greenhouse gas emissions?;
- Gender inclusion: Does the business model promote greater gender inclusion? E.g., job creation for women; and
- Local ownership and manufacturing: Does the business have local ownership and/or does it involve local manufacturing?

The selection of shortlisted applications against these criteria is at the sole discretion of the PREO catalytic grants evaluation committee. **All applicants will be notified within two months 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 Matrix

Applicants are required to complete the 'Risk Matrix' in the Application, to identify project-specific and general risks that can affect successful implementation, as well as 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. The Risk Matrix is an element of the 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 embedded in the organisations environmental, health and safety policies, and governance structures.

F. Selected Applicants

Applications that are selected for funding by the PREO Programme will be required to submit further details of the catalytic grant project to the PREO Programme at the time of contracting. The additional information required is outlined below to ensure that applicants to this Call for Applications understand the expectations should they be selected. The specifications and formats of these details will be provided to the selected applicants when they receive the notification of their selection and during the beginning of the contracting process.

Project Activities and Outputs

Applicants will need to elaborate on the activities and interventions that will be implemented as a result of the grant funding, in the form of an implementation strategy. This strategy will outline 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 catalytic grant 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, selected applicants will be required to submit a complete monitoring and reporting framework to PREO. This 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 projects via a Quarterly Report. The Quarterly Report will include the progress made on the activities and interventions outlined in the implementation strategy, as well as the performance against the research objectives using the KPIs agreed to by the applicant and PREO.

Schedule of Project Outputs and Deliverables

Selected applicants will be required to issue a summary of the outputs and deliverables for their project, along with the intended dates of their submission or achievement. Outputs and deliverables could include quarterly reports, project milestones or key interventions, provision of case studies or knowledge dissemination pieces, investor presentations to attract capital, and more. Applicants are committed to these outputs and deliverables by the specified date, and justification for failing to adhere to this schedule is required. Projects that consistently deliver on their outputs and deliverables by 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 catalytic grant project Application, selected applicants will be required to submit to PREO a detailed financial proposal. This proposal will outline the quarterly project budget, broken down into the working capital requirements (including direct labour, inventory and capital equipment) and other costs (such as travel, indirect labour and overheads). Furthermore, in addition to this quarterly budget summary, selected applicants will need to provide an anticipated payment schedule, 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 deliverable(s) or output(s) within the agreed timeframe outlined in the project schedule. This ensures that grant disbursements are tied to defined catalytic grant 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 awarded 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 several phases, each with an output or deliverable

scheduled at the end. These milestones may align with the utilisation or disbursement of grant payments, as detailed in the Financial Proposal. Payments may be provided either in advance for the next phase of the project or in arrears for progress and delivery of the prior phase.

G. Considerations for Selected Applicants

Insurance

Grantees ('Recipients') must, at their own expense, maintain insurance policies with reputable providers to cover all risks that may arise in relation to their performance of 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 required by law (including employer's liability insurance). Additionally, it is expected that sub-contractors, agents and suppliers to the Recipients each take out and maintain, at their own expense, insurance policies with reputable insurers.

The Recipient may, if absolutely necessary and subject to individual agreement with the Carbon Trust on a case-by-case basis, incorporate the insurance premiums' cost into their Grant fund application. These costs can then 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 significantly impede the Recipient's capacity to effectively undertake the Project Activities, to the extent that the project's viability and sustainability are compromised; and
- the Recipient acquires and provides at least two competitive insurance quotations from reputable insurers to the Carbon Trust as evidence that the Recipient has opted for the most competitive insurance quotation.

Due Diligence Documentation

Even if due diligence documents are collected during the application phase, updated documentation will be required from the selected applicants prior to finalising Contracts with PREO. Organisations unable to provide the required due diligence 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.

Document required	Description
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, contact us if unavailable).
The latest management accounts	Applicants are required to provide the most up-to-date financial position of their 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	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 must provide a collaboration agreement (e.g., a Memorandum of Understanding (MoU)). 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 applicable to grant funding management. Such as: <ul style="list-style-type: none"> • Will funds be ring-fenced? • State whether the lead organisation has an accounting system in place – if so, please identify it. • Will financial accounting measures be able to uniquely track transactions? • Are there independent checks in place to ensure appropriate use of funds? • Will time accounting be performed for resources dedicated to the project (if applicable to grant costs)? <p>Describe measures to ensure financial transparency and provide policies or procedures to prevent and detect tax evasion, bribery, corruption or fraud within the organisation. Please notify us of any instances of fraud in the organisation or partners within the past 3 years.</p>

Document required	Description
Insurance Cover	The organisation should maintain appropriate insurance cover (e.g., public liability, employer’s liability, and/or professional indemnity) relating to organisation activities and project proposals. We ask that you provide us with details of the organisation’s current active insurance cover in terms of public liability, employer’s liability, and professional indemnity. Contact us if your organisation lacks such cover or needs guidance on acquiring it.
Project management and team	Identify and provide details of the team members who will execute the project. Include brief overviews of their other projects/duties, availability and capacity to fulfil their role in this project. Identify established project management structures, including management team members and their management experience.
Management and staff gender profiles	Describe the organisation’s management gender balance. Provide the gender profile of the core team members responsible for delivering the project. <i>(Gender balance means the number of persons of each gender.)</i>

Intellectual Property

The intellectual property rights to all materials (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 owned by the project partner. All outputs listed in 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 catalytic grant project lead organisation and partners grant the PREO Programme a worldwide, non-exclusive, irrevocable and royalty-free licence to use all the Material. “Use” includes, but is not limited to, the reproduction, publication, and sub-licencing of all the Material and intellectual property therein. This encompasses the reproduction or sale of the Material and products incorporating it, for use by any person or for sale or other dealings anywhere in the world.

Code of Conduct

The Recipient shall owe a duty of care to its employees, being responsible for the health, safety, security of life and property, and general wellbeing of such persons and their property. Recipients must adhere to relevant health and safety Laws and ensure that sub-contractors owe a duty of care to their employees. **PREO may require recipients to provide a health and safety policy** outlining governance structures in place to ensure compliance with health and safety Law and sound employer practices.

Recipients shall ensure that its employees, contractors, sub-contractors and other related parties comply with all applicable national and international laws and regulations relating to: equality, anti-discrimination, modern slavery, child labour, and the prevention of money laundering and financing of terrorism. Additionally, Recipients must adhere to anti-bribery and anti-corruption legislation, such as the UK Bribery Act 2010 and any relevant local laws. Recipients **may also be required to provide an anti-bribery policy** outlining governance structures for handling bribery.

Regarding confidentiality, Recipients and PREO are obligated to handle and safeguard all shared confidential information, ensuring it is kept in a safe and secure manner which is no less safe and secure than the treatment of their own confidential and/or proprietary information of a similar nature. Sensitive information should not be shared with external parties without express written consent. The reporting of the impacts of the PREO Programme using information obtained from all grant funding Recipients shall be aggregated to ensure the confidentiality of the individual projects.

The Recipient must ensure that no conflicts or potential conflicts of interest arise during the project implementation and shall adopt appropriate safeguards, controls and procedures to prevent such conflicts. If there is any uncertainty regarding the presence or emergence of potential conflicts of interest, the Recipient should consult with the Carbon Trust.

General Conditions of the Contract

While certain contractual clauses have been discussed above, these are by no means exhaustive. Full contract information will be provided to applicants selected for funding.