



This document provides Programme guidance to potential UK PACT Green Recovery Challenge Fund applicants.

UK PACT Green Recovery Challenge Fund

Programme Guidance Document

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Abbreviations

BEIS: The Department for Business, Energy and Industrial Strategy

COP26: The 26th session of the Conference of the Parties

EOI: Expression of Interest

GBP: Great British Pound

G&I: Gender and Inclusion

GRCF: Green Recovery Challenge Fund

HMG: Her Majesty's Government

ICF Consulting: ICF Consulting Services Limited (the Grant Manager)

NDC: Nationally Determined Contribution

ODA: Official Development Assistance

PACT: Partnering for Accelerated Climate Transitions

Glossary of terms

Beneficiary groups: those organisations or groups of individuals who will benefit from the change that the project will deliver.

Gantt Chart: a chart that illustrates the project plan, including the timing of project Outputs. This does not need to be in a specific software tool, but should show what will be done, by when and by who throughout the project duration.

Grant Manager: ICF Consulting will be named as a Grant Manager in the Grant Agreement and will be the main point of contact for implementing partners

Her Majesty's Government (HMG): The Government of the United Kingdom

Impact: a higher-level strategic goal to which the project is expected to **contribute**. UK PACT's intended impact is accelerated emissions reductions in target countries.

Input: the raw materials that provide the basis for a project. Inputs can include money, technical expertise, relationships and personnel.

Intermediate outcome: Short-medium term changes expected from project outputs. For UK PACT, this entails demonstrating **adoption** of the project outputs by the beneficiaries or other stakeholders.

Lead Implementing Organisation: The primary point of contact for the UK PACT Green Recovery Challenge Fund and the lead organisation of a consortium

Logframe: A project planning and oversight tool consisting of indicators and milestones for key inputs, outputs, outcomes and impacts.

Outcome: the medium-term benefits that a project is designed to deliver through the implementation and use of the outputs.

Output: the tangible and intangible products that result from project. These should be sufficient to achieve the project outcome and be something that the project can guarantee to deliver.

Partner Implementing Organisation: An organisation working with the lead implementing organisation within a consortium, to deliver the UK PACT Green Recovery Challenge Fund project

Priority themes: the specific theme which has been allocated to each funding window. Details of the themes can be found on the UK PACT Green Recovery Challenge Fund website.

Primary beneficiary groups: those organisations or groups of individuals that the project **directly** works with, who will benefit from the change that the project will deliver. For example, government, ministries, communities, regional or city level organisations, private sector associations, women's groups, marginalised groups.

Secondary beneficiary groups: those organisations or groups of individuals that the project **indirectly** works with, who will benefit from the change that the project will deliver. For example, government, ministries, communities, regional or city level organisations, private sector associations, women's groups, marginalised groups.

1 Programme Overview

1.1 Programme background

The 2015 Paris Agreement commits the 195 participating countries to take measures to hold the increase in the global average temperature to well below 2°C above pre-industrial levels, and pursue efforts to limit such a temperature increase to 1.5°C. To achieve this, the participating countries committed to individual NDCs, setting national targets for reducing emissions towards the common “well below 2°C” goal.

Climate change is a major poverty multiplier. The impacts of climate change, now and increasingly in the future, fall disproportionately on the world’s poorest. We cannot address global poverty without also addressing climate change.

There is a clear need for capacity building through technical assistance to address the global challenge of climate change. A lack of enabling frameworks and clear project pipelines are cited as the two biggest barriers to implementing the NDC targets under the Paris Agreement. Using comparatively small amounts of funding to deliver capacity building can have a large mobilisation impact.

1.2 Overview of UK PACT

UK PACT (Partnering for Accelerated Climate Transitions) is a £60m capacity building programme under the UK’s International Climate Finance (ICF) portfolio.

UK PACT works with partner countries, supporting them to accelerate their clean growth transitions, meeting the demand for high quality skills and expertise aligned with UK leadership and experience.

The programme supports countries eligible for Official Development Assistance (ODA) to implement and increase their ambitions for carbon emissions reductions in line with their Nationally Determined Contributions (NDCs) and the long-term goal of the 2015 Paris Agreement to limit dangerous climate change. The UK PACT programme consists of three core components:

- 1. Country Programmes:** BEIS has partnered with Palladium International Limited to deliver the Country programme, which will support innovative projects in China, Colombia, Malaysia, Mexico and South Africa to provide capacity building in line with our partner countries’ priorities.
- 2. Green Recovery Challenge Fund (GRCF):** BEIS has partnered with ICF Consulting Services Limited to deliver the Green Recovery Challenge Fund, to support low-carbon transitions and a green, resilient and inclusive economic recovery across a wider range of ODA-eligible countries. The Green Recovery Challenge Fund is the subject of this Guidance Document.
- 3. Skill-Shares and Secondments:** BEIS has partnered with PA Consulting Services Limited to deliver this programme, which will provide both short-term peer-to-peer skill shares with country counterparts, and long-term secondments into key institutions

The vision for the Green Recovery Challenge Fund is:

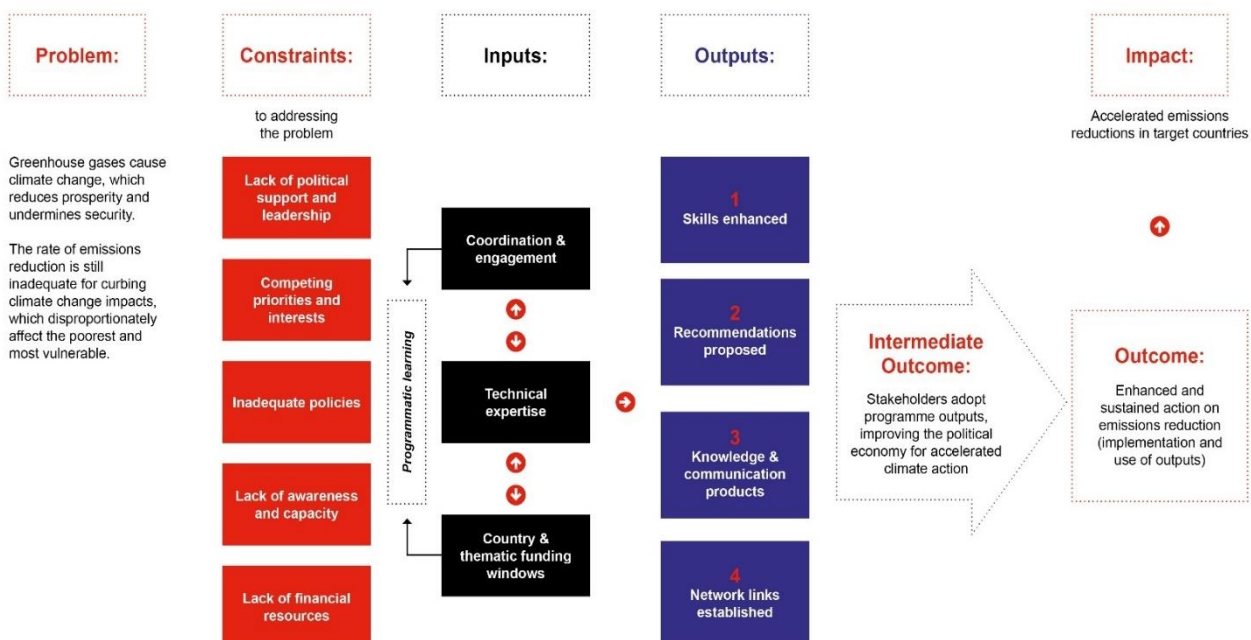
There will be a portfolio of novel and scalable projects in place that are supporting acceleration of the low-carbon transition. This will be achieved through supporting sustainable solutions across ODA-eligible countries; ensuring that they show measurable changes, promote social inclusion and inspire future programmes to drive climate ambition meeting local and global needs. In the wake of the Covid-19 pandemic, there will be a focus to support projects that promote a greener, fairer, and more resilient future.

1.3 Programme scope

The UK PACT programme is designed to provide capacity building through technical assistance to achieve enhanced and sustained actions on emissions reductions. Figure 1 illustrates the Theory of Change for the programme, detailing the process by which this outcome is assumed to be achieved. All projects funded by the Green Recovery Challenge Fund should be aligned with this Theory of Change.

To sustainably reduce emissions and shift to lower-carbon patterns of development, countries need interventions that are far-reaching and that overcome widespread behavioural inertia. This means contributing to ‘transformational change’ by encouraging others to replicate and scale-up successful activities and by facilitating substantive institutional and policy change towards a low-carbon future. Potential for Transformational Change will form a key selection criterion for the Green Recovery Challenge Fund. Applicants should familiarise themselves with UK International Climate Finance (ICF) and its indicator, KPI 15 – “Potential for Transformational Change”¹.

Figure 1 Programme wide Theory of Change



¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/813600/KPI-15-extent-ICF-intervention-lead-transformational-change.pdf

The capacity building projects proposed must be designed to **build the capability and capacity of beneficiaries and key stakeholders in the chosen region to inform, raise the ambition, and implement accelerated action on emissions reductions**. We encourage applicants to be innovative in project design and all projects should demonstrate how they will achieve real, measurable outcomes.

All project proposals must identify beneficiaries that will ensure the buy-in and absorption of the technical assistance proposed. Applicants will be expected to have strong in-country networks and well-developed engagement plans for ensuring the uptake of project outputs.

Organisation types which are eligible to apply include international and local non-governmental organisations (NGOs), civil society organisations, research institutes and private sector companies, or similar organisations that have the knowledge, skills and experience to deliver capacity building projects relating to one of the priority themes. Government bodies and agencies are not eligible to apply for UK PACT funding. Organisations that are separate legal entities from the government are eligible to apply for and receive funding

The priority themes and associated regions for each funding round will be announced on the UK PACT website prior to the launch of the round, along with further information and theme specific guidance.

2 Application Overview

All applications will be subject to competitive assessment to ensure that funded projects meet the Programme aim of supporting acceleration of the low-carbon transition as well as demonstrating value for money.

The following content is available to provide all the necessary support for completing a Green Recovery Challenge Fund application:

- This Guidance Document
- The FAQs document
- Template Expression of Interest
- Template Full Proposal (this will be made available to shortlisted applicants)

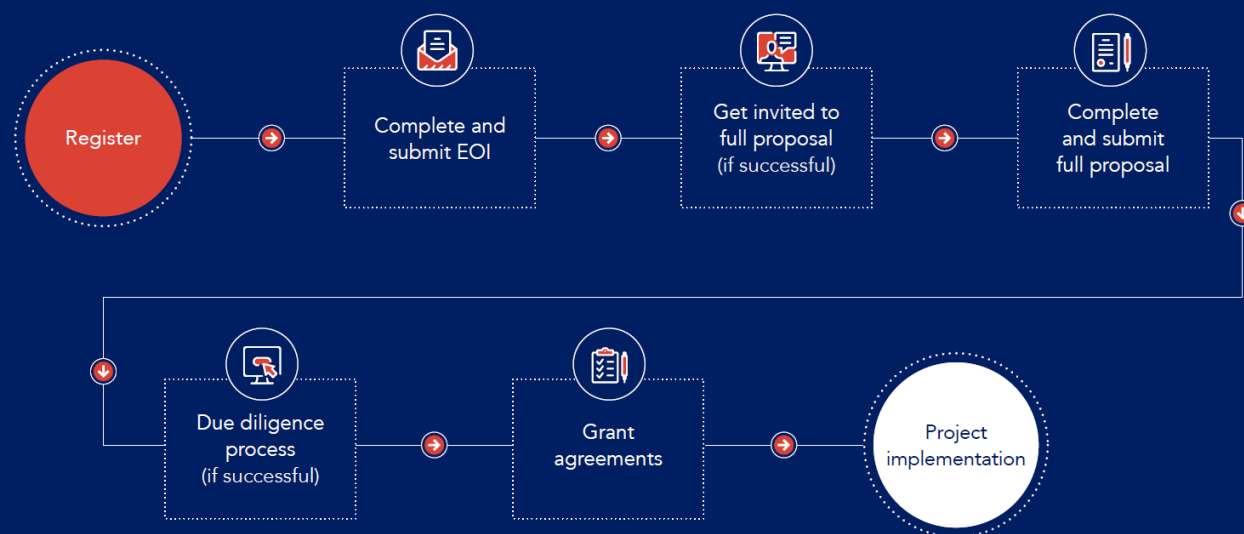
Should any further support be needed, the UK PACT Green Recovery Challenge Fund team will be available to provide assistance during the application process. Contact details can be found at the end of this guidance document.

2.1 Application process

Applying for the Green Recovery Challenge Fund is a two-step process: Expression of Interest (EOI) and Full Proposal. The steps that must be followed are illustrated in Figure 2

Figure 2 Application process

GRANT APPLICATION PROCESS



All the deadlines and key dates for the application process can be found on the UK PACT Green Recovery Challenge Fund [website](#).

3 Expression of Interest

Projects should register their interest on the Green Recovery Challenge Fund [webpage](#) and create an account for the [portal](#) where application submissions will be uploaded. Guidance on using the portal can be found in Annex 2.

Registered projects will be invited to submit an EOI and will be notified of the deadline for submission. The EOI will collect general information about the organisation, eligibility information, project details and funding requirements. Assistance will be available from the Green Recovery Challenge Fund team should it be required via the contact details in Section 9.

Completion and submission of the EOI must be done via the portal in English. A template of the EOI form can be found [here](#) for reference.

Projects will be assessed on the information provided and the criteria described in section 6. Successful projects will be invited to submit a full proposal.

3.1 Guidance on completing an Expression of Interest

All EOIs must be completed in the English language. Unfortunately, we will be unable to review any submission that is not completed in English.

If you do not wish to answer any section of the form, please mark it with “n/a” as you will be unable to submit an incomplete form. Please note that there will not be any opportunity to add further information once you have submitted your application.

3.1.1 Conflict of Interest

UK PACT reserves the right to reject any EOI, which is believed to involve a current or potential conflict of interest. Applicants must declare any conflict of interests that currently exist or that could arise during this selection process and/ or during project implementation. Conflicts of Interest can be personal, business and/ or finance related. Where potential conflicts of interest are declared, the EOI should both state these and the actions that will be taken to mitigate them.

3.1.2 Project details

3.1.2.1 Project geography

Projects applying for the Green Recovery Challenge Fund should be delivered in, and benefit, at least one of the following 11 ODA eligible countries:

1. Argentina
2. Bangladesh
3. Brazil
4. Ethiopia
5. India
6. Indonesia
7. Kenya
8. Nigeria
9. Peru
10. Thailand
11. Vietnam

Green Recovery Challenge Fund projects may have a regional impact, and as such, project activities can include UK PACT Country Programme countries (China, Colombia, Malaysia, Mexico, and South Africa) within a multi-country / regional project, however, the primary beneficiary must be one of the 11 target countries.

Please note that in China, UK PACT complements existing HMG programmes that are focused specifically on China's transition from high-carbon to low-carbon sources of energy by helping ensure China's financial system is well-placed to provide the capital needed for the transition. Therefore, project activities in China will only be considered as part of a wider multi-country or regional initiative for the 'greening financial systems' window of the Green Recovery Challenge Fund, and not the other windows of the Fund.

3.1.2.2 Issue the project is seeking to address

The project inputs should be targeted to address a specific issue or constraint. The theory of change in Figure 1 provides some examples of constraints which a Green Recovery Challenge Fund project may aim to engage with.

3.1.2.3 Project outcome

Whilst all projects should contribute to the programme wide intended outcome of increased and sustained action on emissions reductions; the project outcome stated here should be targeted to the specific positive change that the project intends to create.

3.1.2.4 Project summary

The proposed project must have an appropriate design, including a clear, logical and achievable plan for the progression between the proposed inputs, activities, outputs, outcomes and impact. There should be a clear pathway from project activities to transformational change (increased and sustained action on emissions reductions). The expected timings of the outputs described should also be included to demonstrate that the intended project activities are feasible within the project duration.

3.1.3 Eligibility Criteria

The eligibility criteria described here will be assessed as pass/fail, and a fail (or an unanswered question) against one of the criteria will result in the project being rejected. There will be no option for review or reassessment if an application is rejected at EOI stage.

3.1.3.1 Relevance and strategic fit

The proposed project must be operating within the regional scope described in section 3.1.2.1 and the defined theme for [each funding window](#), and must contribute to the programme's intended outcome of enhanced and sustained actions on emissions reductions. In the wake of Covid-19, projects should be able to demonstrate how they will contribute to a green, inclusive and resilient recovery.

3.1.3.2 ODA-eligibility

The project must be operating within Official Development Assistance (ODA) countries² and must contribute to a reduction in poverty, enhanced sustainable development and/or improved welfare of the country's population.

3.1.3.3 Duration

Project proposals shall be funded for up to one year of activity, though implementers should indicate in their proposals if they will lengthen their project through co-funding.

² More information on ODA compatibility can be found here <http://www.oecd.org/dac/stats/officialdevelopmentassistancedefinitionandcoverage.htm>

3.1.3.4 Budget

The total cost to BEIS of the project delivery should be no more than £500,000 for the whole duration of the project. Only eligible activities should be claimed as part of the budget and labour rates should not exceed benchmarked rates outlined in the budget template. A full description of eligible activities which can be claimed as part of the grant funding can be found in Annex 1. At EOI stage, a full budget breakdown is not required, however this section of the application should give an overview of the types of activities which will be costed and the relevance of these to delivery of the project.

3.1.4 Project potential for transformative change

3.1.4.1 Political will and local ownership

The priority themes have been identified through engagement with potential beneficiaries and key stakeholders, and consequently are based on in-country demand. The proposal should demonstrate some involvement from beneficiaries in project design and explain how the project has sufficient buy-in from key stakeholders to deliver the expected outcomes and the plans in place to develop and maintain support as the project progresses. Applicants are encouraged to annex letters of support from key stakeholders to evidence this buy-in.

3.1.4.2 Leverage

As well as building the capacity of the primary beneficiaries which the project is engaged with, the project should also be able to demonstrate how it will encourage and equip wider stakeholders. This could be through increasing capacity or lowering barriers to action. The ability to create leverage will be crucial for the sustainability of the project.

3.1.4.3 Sustainability

The nature of the UK PACT funding mechanism means projects have a limited time span. However, the success of UK PACT is bound up in the sustainability of the projects it funds. This could include examples of how the project could be replicated effectively in other countries in the region and globally, or how legacy of the project results will be created. Projects which are unable to demonstrate how impact will be created beyond the period of UK PACT funding, will be scored down accordingly.

3.1.4.4 Follow-on funding

The UK PACT team recognises the value of long-term thinking and approaches in tackling climate change and our partners are encouraged to think about the way their projects fit into longer-term progress towards the prevention of dangerous levels of climate change. UK PACT's current funding and timeframes only guarantees successful applicants funding for 12-month projects. However, subject to approval of further funding for the UK PACT programme in the future, there may be the opportunity to extend funding beyond the initial 12-month funding period.

Therefore, if relevant, applicants should outline what the project would look like in the event of a possible UK PACT extension. This should include future tasks, outputs, outcomes and high-level budget requirements. Projects which, because of their nature, are fixed at 12-months or less will not be penalised.

3.1.4.5 Novelty

Projects are encouraged to demonstrate new ways of doing things. As such, projects should be able to demonstrate a degree of novelty in their approach. For example, this could be using existing methods in a new context or proposing and utilising an entirely new concept or strategy.

3.1.4.6 Gender and inclusion

One key consideration in the design and delivery of this programme, as mandated by law for all UK ODA programming, is the extent to which it complies with the Gender Equality Act 2014³, which makes consideration of gender equality a legal requirement. Grant selection will be made on a minimum “do no harm” basis but we strongly encourage grant applicants to mainstream gender and inclusion (G&I) opportunities into their grant activities. This will form a key part of the screening criteria as such projects which demonstrate a higher degree of G&I ambition will score more highly. Where opportunities have been identified during the selection process, implementing partners will be supported to develop and embed G&I processes into delivery planning.

3.1.5 Deliverability

3.1.5.1 Experience

The project team and relevant networks must be well placed to deliver the project plan. They must have the relevant knowledge, skills and experience to deliver capacity building projects under the specific theme and region (this includes the ability to deliver in the language of the target country). Previous experience of successfully delivering similar projects is preferable.

3.1.5.2 Why UK PACT

Consideration should have been given to the reasoning behind applying to UK PACT funding. It should be made clear why UK PACT is the most appropriate source of funds for this project and what would happen if the project did not receive UK PACT funding.

3.1.5.3 HMG funding

If the applicant has received other HMG funding or have delivered other ODA programmes, these should be noted here. Details should be provided if the funding was for a similar purpose e.g. emissions reduction.

3.1.5.4 Co-funding

Projects may operate with co-funding from other stakeholders. Implementers must demonstrate how the funding from UK PACT is additional and necessary, and not duplicative. The funding portion received from the Green Recovery Challenge Fund must be for activities with distinct, measurable outcomes.

³ http://www.legislation.gov.uk/ukpga/2014/9/pdfs/ukpga_20140009_en.pdf

4 Full Proposal

Only applicants who are successful at EOI will be invited to submit a Full Proposal.

As with the EOI, all proposals must be completed in English and submitted via the [application portal](#). Guidance on using the portal can be found in Annex 2.

Applicants will have approximately 3 weeks to submit the full proposal, during which time assistance will be available. For the full proposal, greater detail about the project will be required, including relevant stakeholders, beneficiaries, gender and inclusion considerations, project risks, intended outcomes, milestones, activities and a full budget breakdown of requested grant funding. See section 4.1 for guidance on completing the proposal.

Full proposals will be assessed in the method and against the criteria described in section 6.

Successful applicants will then be subject to a thorough due diligence assessment described in section 5. Only if the due diligence checks demonstrate a reasonable level of risk, will the applicant be offered grant funding.

4.1 Guidance on completing a Full Proposal

A template of the full proposal will be provided to shortlisted applicants for reference.

Your proposal must be submitted in English, and if you do not wish to answer any section of the form, please mark it with “n/a” as you will be unable to submit an incomplete form.

The full proposal captures information about the suitability of the project for the Green Recovery Challenge Fund’s aims and objectives, the deliverability of the project and the project value for money. It also requires the applicant to demonstrate the expected outputs and outcomes of the project.

These outcomes and the activities and milestones associated with delivering them will form the requirements of the grant agreement if successful and the subsequent monitoring and grant disbursement for the project. It is therefore important that these be considered carefully to ensure they are attainable whilst delivering value for money.

4.1.1 Cost

The total cost to BEIS of the project delivery should be no more than £500,000 for the whole duration of the project

Projects may operate with co-funding from other stakeholders and indeed are encouraged to do so. Details should be provided of all sources of co-funding and any co-funding which was sought but not awarded. Implementers must demonstrate how the funding from UK PACT is additional and necessary, and not duplicative. The funding portion received from UK PACT must be for activities with distinct, measurable outcomes.

4.1.2 Project timing

Project proposals shall only be funded for up to one year of activity through these funds, and the start and end dates of the project activities for which funding is being claimed must be within the programme limits.

4.1.3 Project details

4.1.3.1 Project theme

As described in section 1.3 each funding window has an associated region and theme. Projects not relating to one of these specifications are not eligible. Further information on the themes and regions for each funding round can be found on the UK PACT Green Recovery Challenge Fund [website](#).

4.1.3.2 Project outcome

Whilst all projects should contribute to the programme wide intended outcome of increased and sustained action on emissions reductions; the project outcome stated here should be targeted to the specific positive change that the project intends to create.

4.1.3.3 Project intermediate outcomes

In this programme, capacity building will be used to influence behaviour to encourage enhanced and sustained actions on emissions reductions. The project intermediate outcomes should reflect this, detailing the behaviour changes which the beneficiaries are expected to adopt because of the project. The programme theory of change in Figure 1, illustrates the relationship between the project inputs and the intended impact.

4.1.3.4 Context and need for the project

The project inputs should be targeted to address a specific issue or constraint. The theory of change in Figure 1 provides some examples of constraints which a Green Recovery Challenge Fund project may aim to engage with. Further information on the contexts of the different funding windows can be found on the UK PACT Green Recovery Challenge Fund [website](#). The need for the project should be demonstrated clearly with an explanation of the surrounding context.

4.1.3.5 Project locations

The target countries for the Green Recovery Challenge Fund are described in section 3.1.2.1. Project activities should be carried out in one or more of these countries. Green Recovery Challenge Fund projects can have a regional impact and as such project activities can span more than one country but must include at least one of the 11 target countries. The reasoning for operating in the chosen country or countries should be well justified and should allow for effective project delivery.

4.1.3.6 Project summary

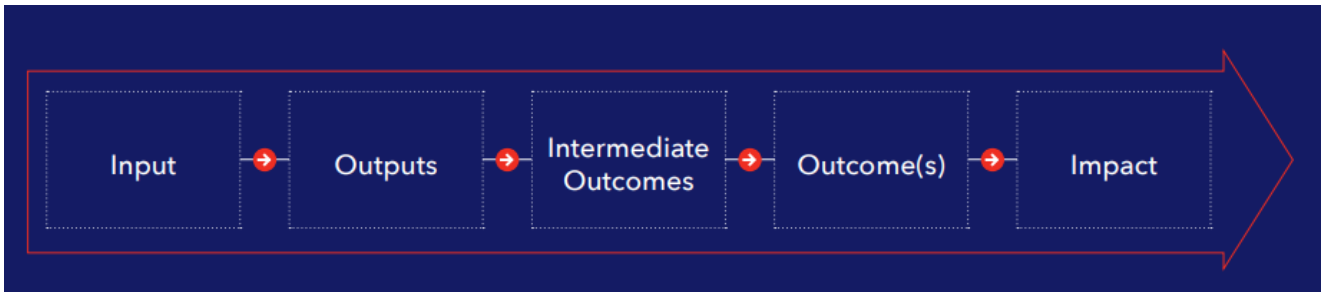
The proposed project must have an appropriate design, including a clear, logical and achievable plan for the progression between the proposed inputs, activities, outputs, outcomes and impact. There should be a clear pathway from the issues the project intends to address and the project purpose, to the planned project activities, to the impact and the creation of transformational change (increased and sustained action on emissions reductions).

4.1.4 Project plan

The project plan will form the requirements of the grant agreement if successful and the subsequent monitoring and grant disbursement for the project. Figure 3 illustrates how the stages of the project plan will lead to the desired impact. It is important that the inputs, outputs and intermediate outcomes be considered carefully to ensure they are attainable and measurable whilst also delivering impact and value for money. UK PACT places strong emphasis on evidence-based results, clearly defined and tracked through the project for monitoring and evaluation purposes.

Please refer to the Glossary of Terms on page 4 for explanations of any of the terms used in this guidance.

Figure 3 Project Plan Structure

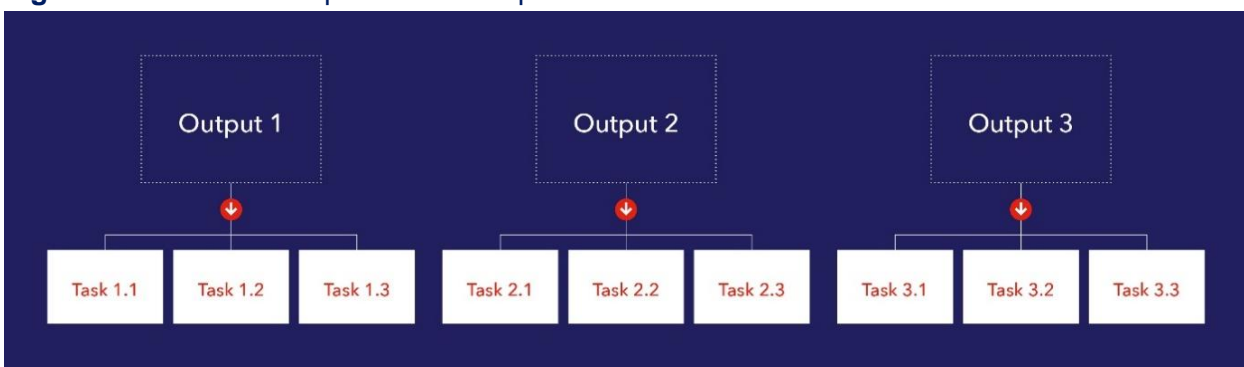


4.1.4.1 Desired project outputs

The specific output(s) that could be delivered by a project are identified in the theory of change in Figure 1. For each output defined, the following information must be supplied:

- Name of output: this should be a short, unique identifier
- Description of output: this should describe what the output is, how it will be delivered, who it will be delivered to (including gendered disaggregated data where applicable) and why it is important. The description should include as much specific detail as possible
- Date of output to be delivered
- The evidence that will be supplied to demonstrate that the output has been delivered successfully
- The tasks that will contribute to the output (Figure 4): it should be made clear how these tasks contribute to the output and they should be repeated in the project budget (see section 4.1.9) and Gantt chart (see section 4.1.4.3). Grant payment will be made based on the completion of these tasks each quarter.

Figure 4 Tasks to Output Relationship



4.1.4.2 Desired project intermediate outcomes

Intermediate outcomes are the adoption of the project outputs by the primary stakeholders and beneficiaries. For each intermediate outcome defined, the following information must be supplied:

- Name of intermediate outcome: this should be a short, unique identifier

- Description of intermediate outcome: this should describe how the outputs will be adopted, any steps that will be taken to facilitate this and what capacity will be built as a result. The description should include as much specific detail as possible
- Beneficiaries of the intermediate outcome: This should describe who this intermediate outcome will benefit, as well as the number of beneficiaries (including gendered disaggregated data where applicable)
- Date of intermediate outcome to be achieved
- The evidence that will be supplied to demonstrate that the intermediate outcome has been achieved successfully (if expected within the lifetime of the project)

4.1.4.3 Project Gantt Chart

A Gantt chart should be uploaded to illustrate the project plan as described in the previous sections (4.1.4.1 and 4.1.4.2). A Gantt chart is a chart that illustrates the project plan, including the timing of project Outputs. This does not need to be in a specific software tool, but should show what will be done, by when and by who throughout the project duration.

4.1.5 Project potential for transformative change

This section of the Full Proposal is repeated from EOI (with the inclusion of the *relevance and strategic fit* criteria). However, it is expected that applicants develop their answers further, providing greater depth and more evidence as well as including any recent developments since EOI submission.

4.1.5.1 Relevance and strategic fit

The proposed project must be operating within the regional and thematic scope for each funding window, as described on the UK PACT Green Recovery Challenge Fund website. The project should be able to demonstrate how it will contribute to the programme intended outcome of enhanced and sustained actions on emissions reductions. This could include raising of NDC ambition within the target country or countries.

In the wake of Covid-19, projects should describe will promote a green recovery, contributing to a greener, fairer, more resilient future.

As the programme is funded by ODA, projects should also be able to demonstrate how it will contribute to poverty reduction. The impacts of climate change are felt more significantly by the more vulnerable members of a population and can often act to exacerbate existing inequalities and cause a developmental regression. As such poverty reduction is to some extent explicit within climate mitigation actions, however projects should be able to demonstrate that consideration has been given to poverty reduction throughout the project design and will continue to be a guiding influence throughout implementation.

4.1.5.2 Political will and local ownership

The priority themes have been identified through engagement with potential beneficiaries and key stakeholders, and consequently are based on in-country demand. The proposal should demonstrate involvement from beneficiaries in project design and explain how the project has sufficient buy-in from key stakeholders to deliver the expected outcomes and the plans in place to develop and maintain support as the project progresses. Applicants are strongly encouraged to annex letters of support from primary beneficiaries and wider stakeholders to evidence this buy-in and the engagement to date.

4.1.5.3 Leverage

As well as building the capacity of the primary beneficiaries which the project is engaged with, the project should also be able to demonstrate how it will encourage and equip wider stakeholders. This

could be through increasing capacity or lowering barriers to action. The ability to create leverage will be crucial for the sustainability of the project.

4.1.5.4 Sustainability

The nature of the UK PACT funding mechanism means projects have a limited time span. However, the success of UK PACT is bound up in the sustainability of the projects it funds. Projects should demonstrate how impact will be created beyond the period of UK PACT funding through scale and replicability. Projects will also be assessed on the mechanisms in place to create incentives and legacy to achieve this. This could include examples of how the project could be replicated effectively in other countries in the region and globally.

4.1.5.5 Follow-on funding

The UK PACT team recognises the value of long-term thinking and approaches in tackling climate change and our partners are encouraged to think about the way their projects fit into longer-term progress towards the prevention of dangerous levels of climate change. UK PACT's current funding and timeframes only guarantees successful applicants funding for 12-month projects. However, subject to approval of further funding for the UK PACT programme in the future, there may be the opportunity to extend funding beyond the initial 12-month funding period.

Therefore, if relevant, applicants should outline what the project would look like in the event of a possible UK PACT extension. This should include future tasks, outputs, outcomes and high-level budget requirements. Projects which, because of their nature, are fixed at 12-months or less will not be penalised.

4.1.5.6 Gender and inclusion

One key consideration in the design and delivery of this programme, as mandated by law for all UK ODA programming, is the extent to which it complies with the Gender Equality Act 2014⁴, which makes consideration of gender equality a legal requirement. Grant selection will be made on a minimum "do no harm" basis but we strongly encourage grant applicants to mainstream G&I opportunities into their grant activities, wherever relevant. This will form a key part of the screening criteria and as such projects which demonstrate a higher degree of G&I ambition will score more highly. Where opportunities have been identified during the selection process, implementing partners will be supported to develop and embed G&I processes into delivery planning

4.1.6 Stakeholder assessment

Engagement with key stakeholders who will have an interest in the project and the potential to influence its success (either positively or negatively) is crucial for any project and is a central pillar of the Green Recovery Challenge Fund. Effective stakeholder engagement will be essential to maximise the impact and sustainability of a project.

Applicants will be expected to have strong in-country networks and well-developed plans for ensuring effective and mutually beneficial engagement and communication with all relevant stakeholders. Adoption of UK PACT outputs by key stakeholders will be an important step in ensuring the UK PACT objectives are met and projects will be selected based on evidence that they have the ability and plans in place to deliver these results.

Relevant stakeholders could include but are not limited to government officials (both national and local), NGOs, private sector players, civil society organisations, local communities, women-led organisations and vulnerable or marginalised groups

⁴ http://www.legislation.gov.uk/ukpga/2014/9/pdfs/ukpga_20140009_en.pdf

4.1.6.1 Beneficiary groups

All projects proposals must identify beneficiaries that will ensure the buy-in and application of technical assistance proposed. The Green Recovery Challenge Fund is a demand-led programme and, as such, the wishes and needs of the intended beneficiaries should be central to the design of the project. Projects should be able to demonstrate a degree of participation of these beneficiaries throughout the planning stage and a robust strategy for maintaining this communication and collaboration throughout the project delivery.

The primary beneficiaries are those organisations or groups of individuals that the project directly works with, who will benefit from the change that the project will deliver.

The secondary beneficiaries will also benefit from the change that the project will deliver, however the project will only work with them indirectly.

4.1.6.2 Project synergies

Synergies with other existing or proposed projects can complement each other and amplify the impact. Projects should seek opportunities to enhance current portfolios and not duplicate activities.

4.1.7 Deliverability

4.1.7.1 Skills and experience

The project team and relevant networks must be well placed to deliver the project plan. They must have the relevant knowledge, skills and experience to deliver capacity building projects under the specific theme and region (this includes the ability to deliver in the language of the target country). Previous experience of successfully delivering similar projects is preferable.

The CVs provided should be no longer than two pages and written in English. They should demonstrate a range of skills and experience that will allow effective management and delivery of the project.

4.1.7.2 Organogram

The organogram should show the make-up of the project team, including management structure and lines of responsibility.

4.1.7.3 Team equality and diversity

Throughout project implementation, steps should be taken to promote a project team that is representative and balanced in terms of gender and diversity. The project should be able to demonstrate the approaches that are used to ensure equal opportunities and promote inclusion within the team and organisation.

4.1.7.4 Environmental sustainability

The overarching aim of UK PACT is to accelerate low-carbon transitions, and accordingly projects receiving funding should be leading by example. Effective policies and procedures should be in place to allow for low-carbon delivery of the project. For example, adhering to environmental standards and low-carbon travel policies.

4.1.7.5 Financial management

It is not the intention to dissuade smaller organisations from applying, however it is necessary that any grantee has a robust financial management strategy in place to facilitate responsible and transparent management of funds. This includes being able to accept grant payments in arrears and in GBP, and a system for paying downstream partners if applicable.

It is also essential for the whole UK PACT programme that the grant funding is delivering value for money. Therefore, projects should be able to demonstrate how cost reasonableness will be ensured throughout delivery. This could include methods to increase economy, reasonable and appropriate corporate procurement approaches and benchmarking exercises for daily rates.

4.1.8 Risk management

This programme aims to achieve transformational change, and we recognise that this entails taking some risks. There is a high-risk appetite for innovation. However, there is zero tolerance to fraud and corruption (including potential conflicts of interest) and stringent requirements regarding safeguarding. Applicants need to demonstrate a good understanding of the key risks to delivering the project and appropriate proposals for the management of these risks. Applicants will need to complete a risk register indicating the top risks to the delivery of the project including the probability and severity of each and an appropriate mitigation strategy.

4.1.9 Budget

The total cost to BEIS of the project delivery should be no more than £500,000 for the whole duration of the project, however as previously discussed, applicants are welcome to apply for co-funding to supplement the Green Recovery Challenge Fund grant. Only eligible activities should be claimed as part of the budget and labour rates should not exceed benchmarked rates. A full description of eligible activities which can be claimed as part of the grant funding can be found in Annex 1.

Budgets should be inclusive of all activities required to fully achieve the project's stated goals, including disseminating evidence of effectiveness and translation activities. Any significant additions or changes to the budget during implementation will need to be approved by the UK PACT programme team before payment.

Applicants should consider that they are not eligible to claim grant funding for value added tax (VAT) on expenditure which originated in the UK if the lead organisation is UK based. If the organisation is based in the UK they should invoice on a 0% VAT basis. If organisations are based outside of the UK, they will need to invoice based on their local tax laws and it is up to the organisation in question to deal with their local tax duties.

The task-based budget template will be supplied to shortlisted applicants and this template must be used. Any submission not in this form will not be considered. Full guidance on how to complete budget template can be found within the spreadsheet.

The project outputs, tasks and timings (by quarter) laid out in the project plan in Section 5 of the application form and described here in section 4.1.4, should be directly reflected in the budget. The budget should clearly demonstrate how each task for which funding is being requested, relates to the intended output and is thus contributing to the programme aim.

5 Due Diligence

Due diligence checks will be performed on all applications both at EOI stage and when final project selections are made.

When the EOI is submitted for a project, due diligence checks will cover areas including involvement in bribery, corruption, fraudulent activity, environmental/ human rights violations, professional misconduct and current litigation/ criminal records. Projects will only be contacted if any clarification is needed or if any major risks are highlighted.

After the full application selection process, further due diligence checks will be performed on successful applicants. This will require projects to submit a self-declaration along with any relevant supporting documents. This form will be available throughout the application process on [the programme website](#). It is recommended that projects submitting full bids familiarise themselves with the content of the self-declaration forms, in preparation for providing the required information.

Should risks be identified that are considered to be too significant, a project may be excluded from receiving funding.

6 Assessment

6.1 Assessment method

All applications (at both EOI and Full proposal stage) will be assessed using the following criteria. Applicants will be notified of the outcome of the assessments via email. Information concerning the timeframes for feedback will be provided when the application is submitted and more detail on the programme timeline can be found on the UK PACT Green Recovery Challenge Fund website.

6.2 Selection criteria

All the assessment criteria (excluding the eligibility criteria) will be scored from 1 to 5 using the definitions described in Table 1.

Table 1 Scoring definitions

Score	Description
1	Not Satisfactory: Proposal contains significant shortcomings and does not meet the required criteria
2	Partially Satisfactory: Proposal partially meets the required criteria, with one or more moderate weaknesses or gaps.
3	Satisfactory: Proposal mostly meets the required criteria, with one or more minor weaknesses or gaps.
4	Good: Proposal meets the required criteria, with moderate levels of assurance.
5	Excellent: Proposal fully meets the required criteria with high levels of assurance

6.2.1 Expression of Interest

6.2.1.1 Project eligibility Criteria

The eligibility criteria are described in section 3.1.3. To progress in the application process, the project must meet all these criteria. These criteria will be assessed as pass/fail.

6.2.1.2 Potential for transformative change

The *project selection criteria* described in section 3.1.4 will be used to assess the potential for transformative change of a project. This requirement of all ICF funded projects is described in greater detail in section 1.3. This section of the EOI assessment will contribute 60% of the total score and the breakdown of this assessment is illustrated in Table 2.

Table 2 Criteria and weightings for assessing the potential for transformative change

Assessment Criteria	Weighting (<i>contributing to 60% of total score</i>)
Political will and local ownership	30%
Leverage	15%
Replicability	20%
Novelty	15%
Gender and inclusion	20%

6.2.1.3 Deliverability

The deliverability of the project will be assessed to determine the expected likelihood of successful delivery of the project. This section of the EOI assessment will contribute 40% of the total score and the breakdown of this assessment is illustrated in Table 3.

Table 3 Criteria and weightings for assessing the project deliverability

Assessment Criteria	Weighting (contributing to 40% of total score)
Project plan	40%
Risk management	20%
Project team experience	40%

6.2.2 Full Proposal

6.2.2.1 Potential for transformative change

The *project selection criteria* described in section 4.1.5 will be used to assess the potential for transformative change of a project. This requirement of all ICF funded projects is described in greater detail in section 1.3. This section of the Full Proposal assessment will contribute 50% of the total score and the breakdown of this assessment is illustrated in Table 4.

Table 4 Criteria and weightings for assessing the potential for transformative change

Assessment Criteria	Weighting (contributing to 50% of total score)
Relevance and strategic fit	25%
Political will and local ownership	25%
Leverage	10%
Replicability	15%
Novelty	10%
Gender and inclusion	15%

6.2.2.2 Deliverability

The deliverability of the project will be assessed to determine the expected likelihood of successful delivery of the project. This section of the Full Proposal assessment will contribute 30% of the total score and the breakdown of this assessment is illustrated in Table 5.

Table 5 Criteria and weightings for assessing the project deliverability

Assessment Criteria	Weighting (contributing to 30% of total score)
Project plan	30%
Risk management	15%
Project team experience	30%
Stakeholder engagement	25%

6.2.1.3 Value for money

It is essential for the whole UK PACT programme that the grant funding is delivering value for money. Therefore, projects will be assessed on how well they demonstrate value for money throughout the application. Projects will be assessed against the criteria of:

- economy (spend less),
- efficiency (spend well),
- effectiveness (spend wisely)
- equity (spend fairly)
- cost-reasonableness (spend reasonably)

These criteria include considerations such as personnel day rates, co-funding or project synergies to amplify impact, leveraging existing networks and budget items which clearly and directly relate to the delivery of the outputs.

This section of the Full Proposal assessment will contribute 20% of the total score and the breakdown of this assessment is illustrated in Table 6.

Table 6 Criteria and weightings for assessing the project value for money

Assessment Criteria	Weighting (<i>contributing to 20% of total score</i>)
Cost-reasonableness	50%
Value for money	50%

6.2.2.4 Portfolio considerations

In addition to scoring against criteria, projects will be carefully selected to ensure a balanced and complementary portfolio balanced in theme, region and levels of novelty. Distribution across countries will also be considered.

Final project selections will be made using the following criteria:

- All projects selected must pass a minimum threshold
- If two or more projects have passed the minimum threshold but have similar outcomes and focus the proposal with the highest score will be chosen. In order to achieve a balanced portfolio, we will not fund the same idea through multiple projects
- The portfolio of projects selected must meet our budget envelope.

7 Contracting

After successful applicants have completed the due diligence process and no major risks have been identified, the Grant Agreement will be prepared based off the [draft Grant Agreement](#) and the project plan and associated tasks, milestones and budget defined in the Full Proposal. The finalisation of the project outputs and the tasks for which grant claims will be made, will be a collaborative process between the grantee and the Grant Manager (ICF Consulting) to refine the proposed plan. This will help to ensure that the Project Plan will deliver real and measurable impact and value or money whilst also being achievable and not un-reasonably ambitious.

After completion, the Grant Agreements will be signed by BEIS before being issued to the grantee.

7.1 Grant Agreement

The value and quarterly breakdown of grant funding will be agreed through the signing of a Grant Offer Letter and the Grant Agreement.

Prospective applicants should review the terms and conditions of the [draft Grant Agreements](#) and seek advice if necessary, to confirm that these agreements are satisfactory.

Applicants will also be expected to have appropriate agreements in place with any consortium partners before the start of the project.

8 Implementation of projects

8.1 Project Kick-off

A project kick-off meeting will be held between the Grant Manager (ICF Consulting) and the grantee at the start of the project implementation period.

The kick-off meeting will review the:

- Delivery plan
- Risk mitigation steps
- Progress reporting requirements
- Other guidance for project implementation as required (e.g. gender and social inclusion, project delivery emissions reductions methods etc.)

8.2 Assets and branding

Whenever feasible, the project should acknowledge UK PACT, HMG and BEIS to be the source of the project funding. The requirements for this, along with the expectations for programme communications and promotion are detailed in the [Grant Agreement](#).

8.3 Payment Process

Grant payment will only be disbursed after the project activities and associated milestones set out in the Grant Agreement have been validated to have been met. This will require the grantees providing evidence of project activities.

Payments will be made in arrears, in GBP via expenses invoiced. It is therefore necessary that the project has appropriate accounting systems in place to receive payments in this way and manage the funds responsibly.

8.4 Monitoring and Reporting

Grantees will be required to report quarterly against a defined template on project results and project management aspects and this will form the basis of project evaluation.

The Grant Manager will be monitoring progress against the project theory of change shown in 1Figure 1 and the expected outputs and outcomes defined in the project proposal and subsequently in the Grant Agreement.

8.4.1 Quarterly reports

Grantees shall submit quarterly reports to the Grant Manager including evidence, such as project reports, data and photographs to validate grant outputs. Quarterly reports shall present project management progress as well as results. Grantees shall be required to report quarterly on:

- project results (either outputs or intermediate outcomes)
- a detailed description of the result that occurred,
- the beneficiaries
- project management aspects including budget and expenditure to date, project plan slippage and changes to the risk register.

8.4.2 Annual reports

In line with the Government Functional Standard for General Grants, grantees will be required to submit a 'reasonable assurance report', provided by an external auditor, at the end of each 12 month period starting from the date of the grant and at the end of the funding period to demonstrate that they have spent the grant money according to their contractual obligations.

8.4.3 End of project report

Grantees shall submit a project completion report to ICF Consulting within four weeks of the completion of their projects. This shall include an assessment of the intermediate outcomes compared to the objectives. The end of project reporting will document the expected outcomes beyond the scope of the project grant agreement, the stakeholders responsible for driving those outcomes and when they are expected to happen.

8.4.4 Case Study

Grantees will be required to submit a case study to the UK PACT Green Recovery Challenge Fund delivery team following the successful completion of their project.

8.5 Funding Closure

At the end of the project, as well as the project completion report, the grantee shall submit an exit form to ICF Consulting. This will consist of a case study, including:

- a project overview,
- how the project concept was developed,
- why UK PACT Green Recovery Challenge Fund funding was needed
- what was achieved
- what was novel about the project,
- the benefits and lessons learned from the project

9 Contact Details

In addition to the guidance notes and the programme webpage and email enquiry support will be available to applicants. Applicants may submit their enquiries to grchallengefund@ukpact.co.uk.

Annex 1 Eligible costs

Cost Category	Note
Desktops, laptops, printers, scanners, cameras, etc	The PACT Green Recovery Challenge Fund Programme does not support this category. If project needs to purchase items in this category, please seek funding from other sources.
Office rental	The PACT Green Recovery Challenge Fund Programme does not support this category. If project needs to purchase items in this category, please seek funding from other sources.
Salaries (excluding labour charged by day rate – please see below)	The PACT Green Recovery Challenge Fund Programme does not support this category. If project needs to purchase items in this category, please seek funding from other sources.
Officials to attend meetings, seminars, etc.	The PACT Green Recovery Challenge Fund Programme does not support this category. If project needs to purchase items in this category, please seek funding from other sources.
Acquisition of software	The PACT Green Recovery Challenge Fund Programme does not support this category. If project needs to purchase items in this category, please seek funding from other sources
Principal expert /day (8 hours) (expert who provides essential international expertise needed for the research/study)	The level of pay across the project team should reflect the nature of work and seniority of implementers.
Senior expert /day (8 hours) (expert who provides key consultancy and analytical work for the research/study)	
Expert day / (8 hours) (expert who provides general consultancy and analytical work for the research/study)	
Junior expert /day (8 hours) (personnel that provide entry-level analytical and consultancy work for the research/study)	
Assistant to expert /day (8 hours) (assist the experts to collect information, carry out research, interviews, etc.)	
Project manager /day (8 hours)	
Admin assistant /day (8 hours)	

Cost Category	Note
Accommodation and Subsistence per person/day.	Prices are the maximum allowed to spend per day, per person. Note that meals include breakfast, lunch and dinner. Taxis from/to airport/hotel and from/to hotel/project event can be reimbursed with evidence of need. Costs are expected to be reasonable and accurate
International return flights	All need to take economy class for both domestic and international flights.
Domestic return flights	All need to take economy class for both domestic and international flights.
Event venue cost per person/Day	This should be the baseline standard that includes: 1 meeting conference room for 8 hours; 1 buffet lunch; 2 coffee/snack breaks; basic audio-visual equipment; pen, writing pads, and iced water etc.
Consecutive and simultaneous interpretation	This applies to interpretation carried out within the target country and internationally for one full working day
Translation	
Other	If you select "other", a description of how the cost is relevant to the project should be included.

Note: Administrative costs / overhead should be minimised and no more than 5% of the total budget

FURTHER GUIDANCE REGARDING ELIGIBLE EXPENDITURE

All Eligible Expenditure must be claimed net of VAT and is recoverable from HM Revenue and Customs.

The following costs/payments will be classified as Eligible Expenditure if made for the purposes of the Funded Activity:

- I. The Grant Recipient should pay for the accountant's reports, unless there was a very clear Ministerial/Parliamentary intention that the grant can be used for this purpose.
- II. giving evidence to Select Committees;
- III. attending meetings with Ministers or officials to discuss the progress of a taxpayer funded grant scheme;
- IV. responding to public consultations, where the topic is relevant to the objectives of the grant scheme. This does not include spending government grant funds on lobbying other people to respond to the consultation;
- V. providing independent, evidence-based policy recommendations to local government, departments or Ministers, where that is the objective of a taxpayer funded grant scheme, for example, 'What Works Centres'; and
- VI. providing independent evidence-based advice to local or national government as part of the general policy debate, where that is in line with the objectives of the grant scheme.

A payment is defined as taking place at the moment when money passes out of Grant Recipient control. This may take place when:

- I. Legal tender is passed to a supplier (or, for wages, to an employee);
- II. A letter is posted to a supplier or employee containing a cheque; or
- III. An electronic instruction is sent to a bank/building society to make a payment to a supplier or employee by direct credit or bank transfer.

The Grant Recipient must not deliberately incur liabilities for Eligible Expenditure in advance of need; nor pay for Eligible Expenditure sooner than the due date for payment.

INELIGIBLE EXPENDITURE

The following costs must be excluded from Eligible Expenditure:

- I. Payment that supports for lobbying or activity intended to influence or attempt to influence UK Parliament, Government or political parties, or attempting to influence the awarding or renewal of contracts and grants, or attempting to influence legislative or regulatory action;
- II. using grant funding to petition for additional funding;
- III. input VAT reclaimable by the Grant Recipient from HMRC; and
- IV. payments for activities of a political or exclusively religious nature.
- V. Goods or services that the Grant Recipient has a statutory duty to provide;
- VI. Payments reimbursed or to be reimbursed by other public or private sector grants
- VII. Contributions in kind (i.e. a contribution in goods or services, as opposed to money);
- VIII. Depreciation, amortisation or impairment of Fixed Assets owned by the Grant Recipient;
- IX. The acquisition or improvement of Fixed Assets by the Grant Recipient (unless the grant is explicitly for capital use – this will be stipulated in the Grant Offer Letter);
- X. The acquisition of software by the Grant Recipient;
- XI. Interest payments (including service charge payments for finance leases);
- XII. Gifts to individuals other than promotional items with a value of no more than £10 a year to any one individual.
- XIII. Entertaining (entertaining for this purpose means anything that would be a taxable benefit to the person being entertained, according to current UK tax regulations);
- XIV. Statutory fines, criminal fines or penalties; or
- XV. Liabilities incurred before the issue of this funding agreement unless agreed in writing by the Funder.

Annex 2 Portal – User Manual

This document provides detailed steps you should follow when submitting your application on the UK PACT Green Recovery Challenge Fund Portal.

It shows step by step the following:

- [How to log in into the Green Recovery Challenge Fund Portal](#)
- [How to change password](#)
- [How to start your Green Recovery Challenge Fund programme application](#)
- [How to upload files](#)
- [How to submit the application form](#)

If you have any queries or need a support, please contact the Green Recovery Challenge Fund delivery team via e-mail on grchallengefund@ukpact.co.uk

1 Registering

1. Go to grchallengefund.ukpact.co.uk/
2. Register via “Register” button in the top right corner.

Figure 5 Welcome screen of the Grant Management System (GMS) portal



3. The Green Recovery Challenge Fund privacy policy will be displayed. If you agree choose “Yes” and then “Continue”.
4. Register using the email address that you wish to be used for all future programme communication and a memorable password.
5. You will need to verify your email address before you can log in. Check your email inbox for a Registration email from Green Recovery Challenge Fund and click on the link in the email.

2 Logging in

1. Go to grchallengefund.ukpact.co.uk/
2. Log in via “Login” button in the top right corner.

Figure 6 Welcome screen of the Grant Management System (GMS) portal

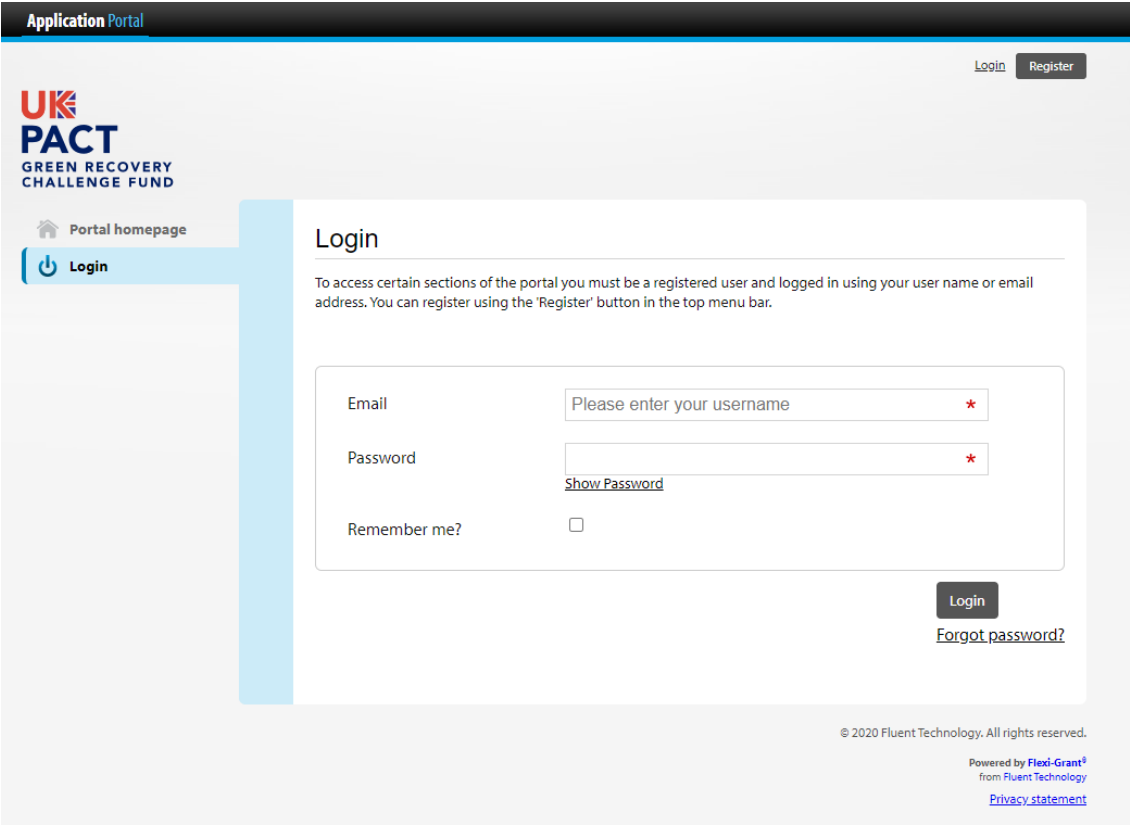


3. Enter your Email and password to log in.

To get advice on how to change your password see [section 6](#). in this document “How to change your password”.

4. If you log in for the first time you will be asked to agree for terms and conditions.
5. If you agree choose “Yes” and then “Continue”.

Figure 7 Login screen



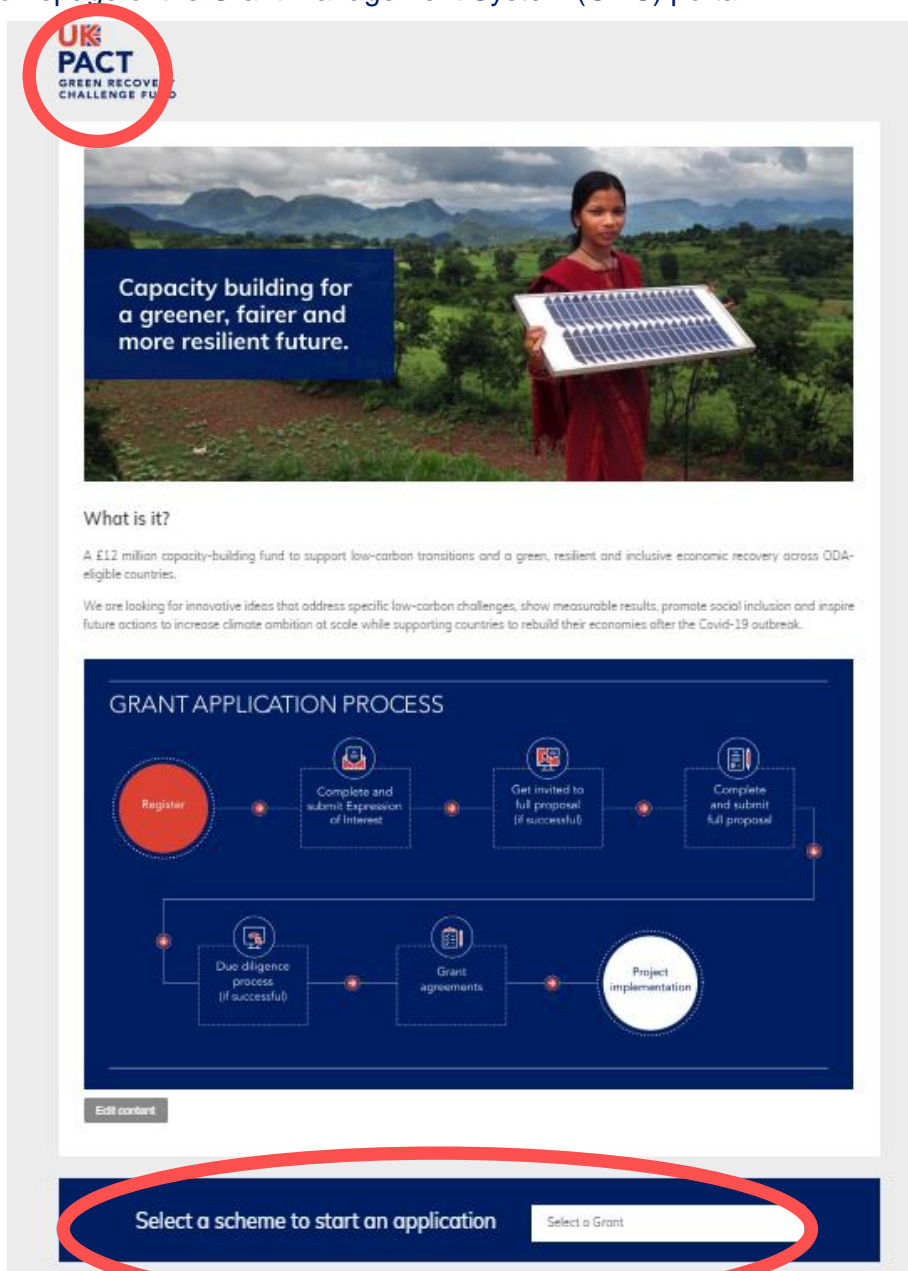
3 Starting an application

1. Now you see the homepage.

You can go to the homepage anytime by clicking UK PACT logo.

2. To begin your application form, find the blue field and select the relevant application allowing you to start your application. You might have to scroll down.

Figure 8 Homepage of the Grant Management System (GMS) portal

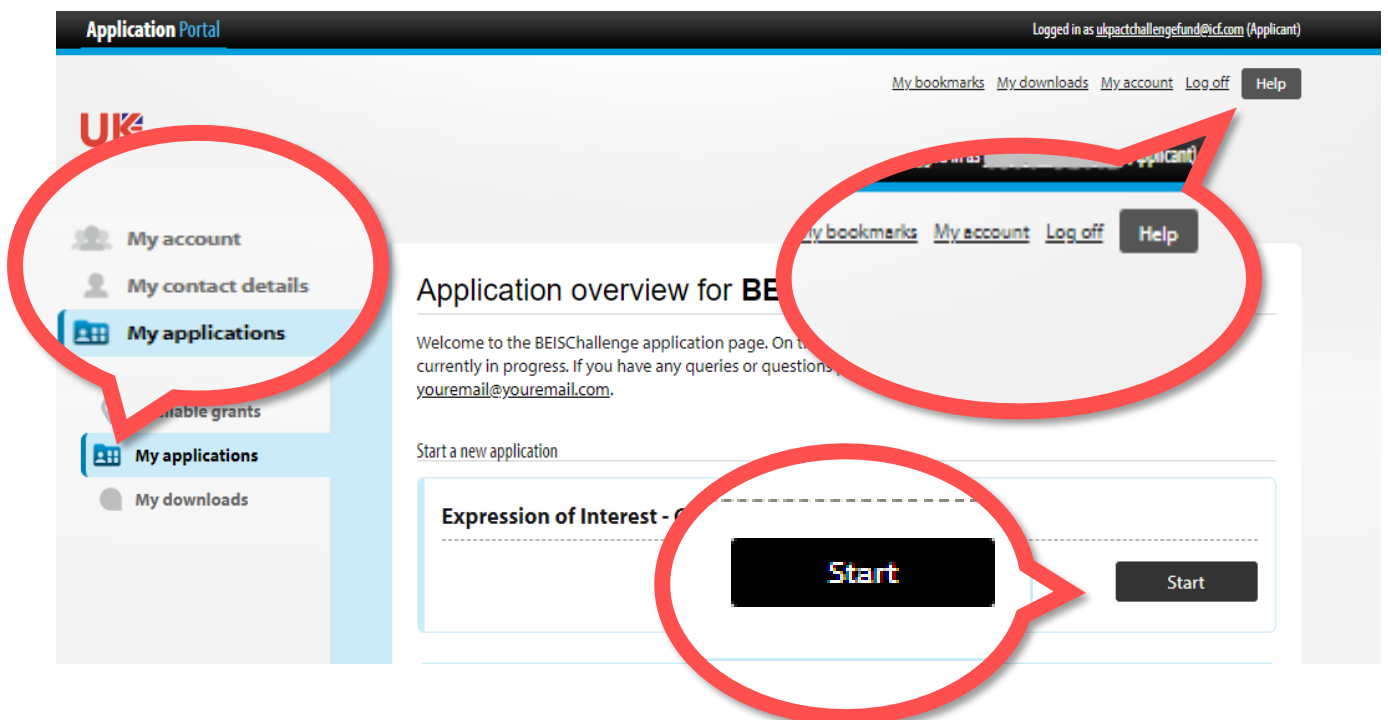


3. It takes you to “My application”.

Access to this screen is also possible via “My account” in the top right corner followed by “My applications” on the left-hand side.

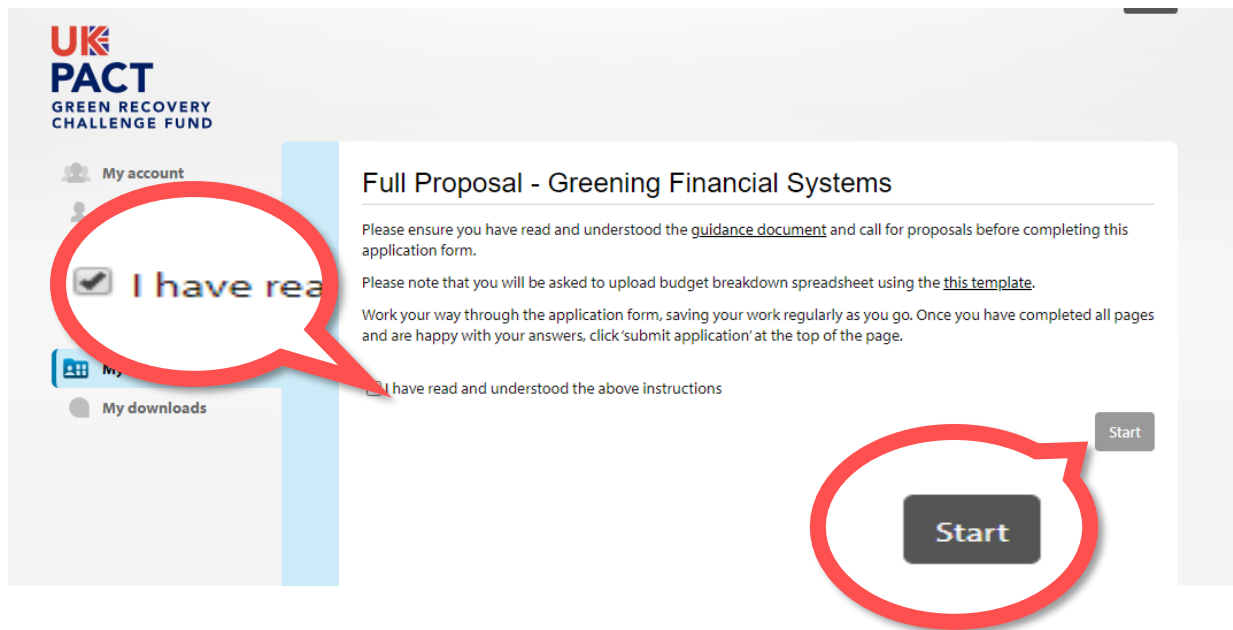
4. Choose your application from the list and select “Start”.

Figure 9 Application overview screen



5. Read instructions.
6. Tick “I have read and understood the above instructions”.
7. Click “Start”.

Figure 10 Application form instruction



8. You will now be asked to enter the contact details of the Primary Organisation who will be delivering the project.

Figure 11 Primary Organisation contact details

[view instructions](#)

Update Details

As part of the application process we require your contact information. The contact information entered here is stored on an application by application basis and can be separate from your account details. If you enter details below that are different to your account, we will ask if you want to update your account contact details. Updating your account details is optional.

Primary Organisation Information

We need to know which organisation you represent for this application. The organisation information entered here is stored on an application by application basis, and can be separate from your account details. If you enter details below that are different to your account, we will ask if you want to update your account details. Updating your account details is optional.

Name *

Type *

Phone Number *

Email Address *

Address *

City *

County

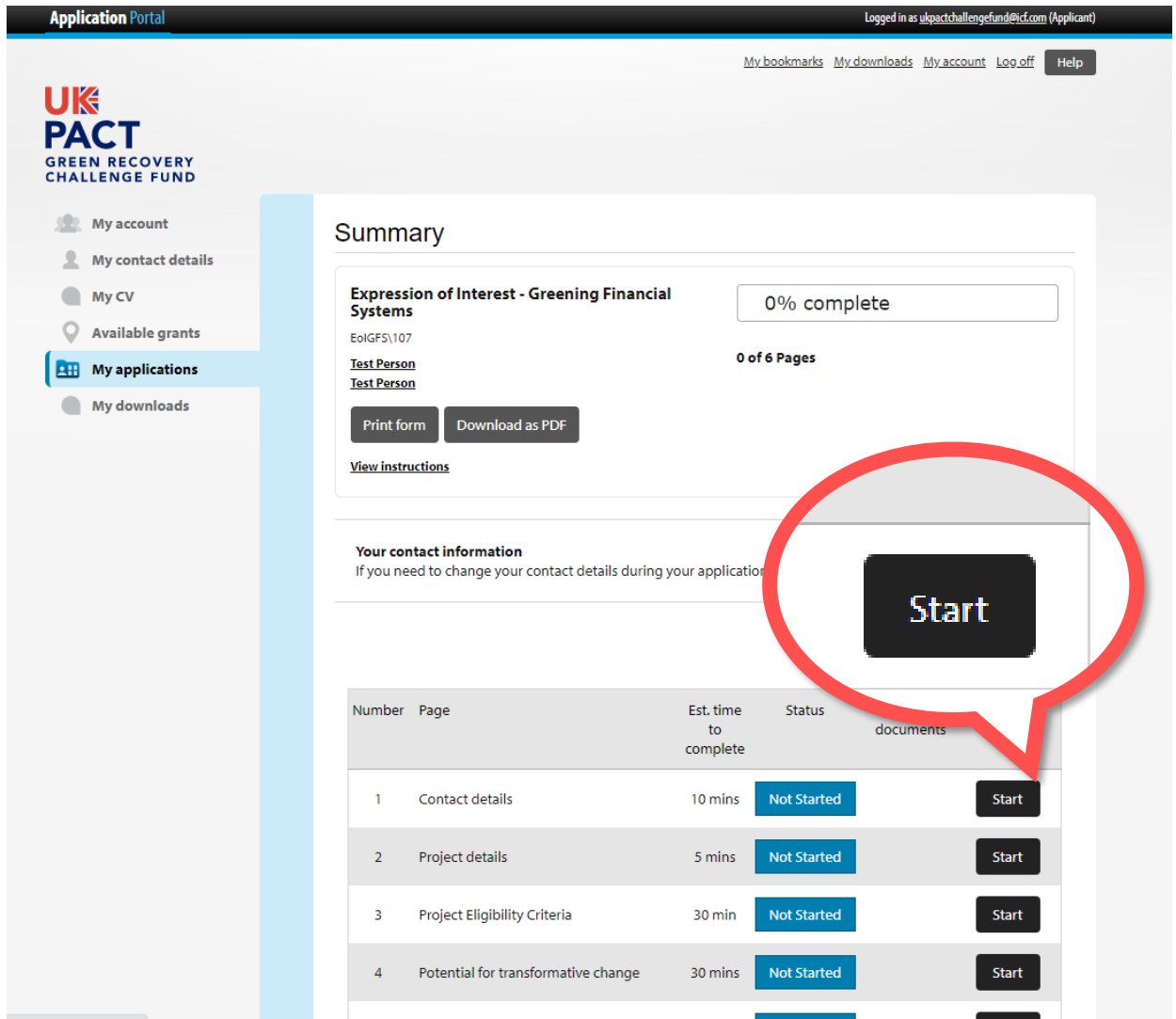
Postcode

Country

9. The next screen will provide brief instructions explaining how to use the application form. Please familiarise yourself with this.

10. Select "Start".

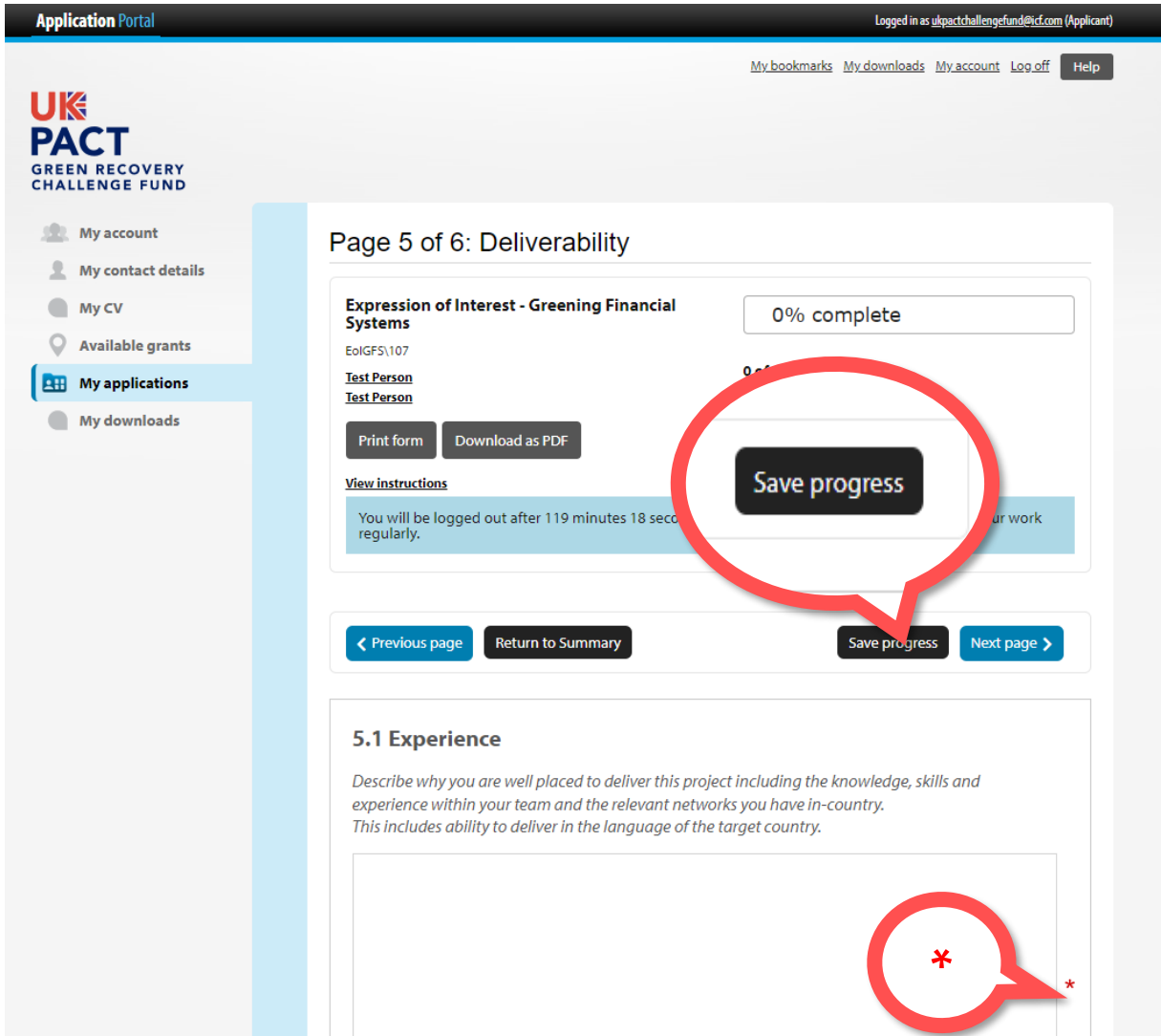
Figure 12 Application form summary screen



11.All fields marked with * must be filled to be able to submit the application. If you do not wish to provide an answer then write “n/a” in the field.

12.If you wish to save your application to return to later, save it by clicking “Save progress”

Figure 13 Application form screen



4 Uploading files

1. For some questions in the application form you will have the option to upload data and files to support your application. To do so click “Choose your file(s)”, then choose files you wish to upload.
2. You will be able to delete uploaded files and make changes only until you submit application.
3. Once the application is submitted, you are no longer allowed to make changes.
4. Once all required documents are uploaded, save it by clicking “Save progress”.

Figure 14 Application form screen

The screenshot shows a web application form with the following elements:

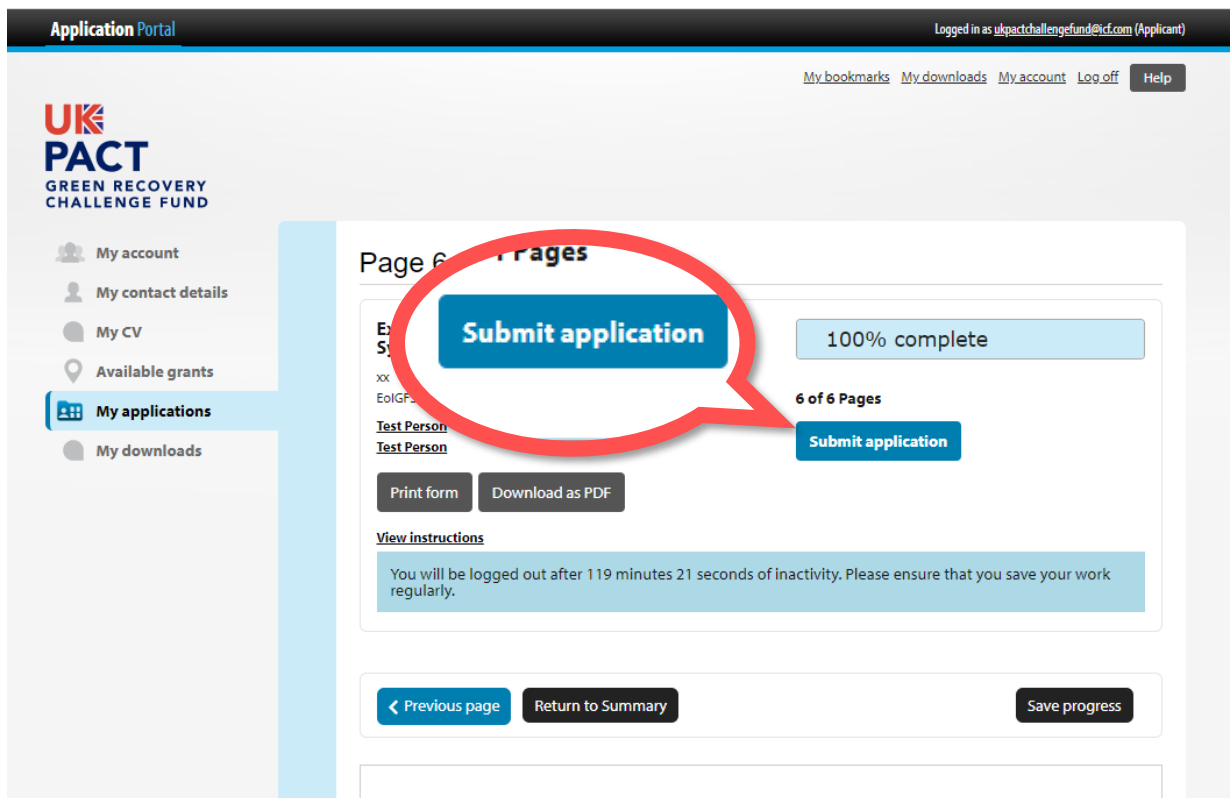
- View instructions** link at the top left.
- A light blue warning box: "You will be logged out after 119 minutes 8 seconds of inactivity. Please ensure that you save your work regularly."
- Navigation buttons: "Previous page" (left), "Return to Summary" (center), and "Save progress" (right).
- 8. Deliverability** section header.
- 8.1 Skills and experience** sub-section header.
- Text: "Please describe what appropriate skills, experience and knowledge you have over the project you have outlined in this proposal (including any relevant experience in the language of the target country)." and "Note that there is an opportunity to attach CVs of key staff members with next question."
- A large text input area with a red asterisk on the right side.
- A "Choose your file(s)" button, which is circled in red.
- Text: "members with this proposal (CVs to be no longer than 2 pages,"
- Another "Choose your file(s) or drag and drop files here to upload" button, also circled in red.
- A table with columns: "File name", "Date uploaded", and "Action", with a red asterisk on the right side.

5 Submission

1. When everything is completed you are able to submit your application.

REMEMBER! Once the application is submitted nothing can be changed within the application form.

Figure 15 Application submission screen



6 How to change your password

1. To change your password, go to "My account".
2. Click "Change password" and follow the instructions.

Figure 16 Password change screen

